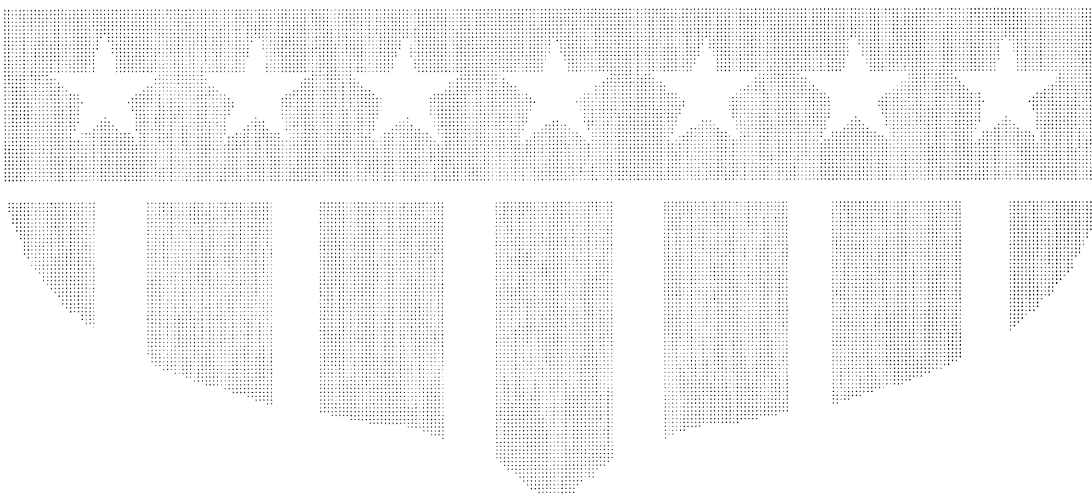


# USAID

MISSION TO PAKISTAN AND AFGHANISTAN

## PROJECT ASSISTANCE COMPLETION REPORT

**Tribal Areas Development**  
**(391-0471)**



*Submitted by Agriculture and Rural Development Division  
December 1994*

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## LIST OF ACRONYMS

ADP	Annual Development Program
A&E	Architecture and Engineering
ARD	Agriculture and Rural Development
BOS	Bureau of Statistics
C&W	Communication and Works Department
EAD	Economic Affairs Division
FATA	Federally Administered Tribal Areas
FATA-AD	Federally Administered Tribal Areas Agriculture Directorate
FATA-DC	Federally Administered Tribal Areas Development Corporation
FATA-ED	Federally Administered Tribal Areas Education Directorate
FATA-FD	Federally Administered Tribal Areas Forest Development
FCR	Frontier Crimes Regulations
FR	Frontier Regions (a transition zone between Tribal Agencies and Districts in NWFP, within FATA)
GONWFP	Government of North West Frontier Province
GOP	Government of Pakistan
GWRD	Ground Water Resources Development
HYVs	High Yielding Varieties
LG&RDD	Local Government and Rural Development Department
M&E	Monitoring and Evaluation
NGO	Non Governmental Organization
NWA	North Waziristan Agency
NWFADP	North West Frontier Area Development Project
NWFP	North West Frontier Province
O&M	Operation and Maintenance
PA	Political Agent (Senior GOP administrative official in a Tribal Agency)
PC-I	A GOP planning document that sets forth funding for a development project
PCRB	Project Coordination and Review Board (under PE&DD, NWFP)
PE&DD	Planning, Environment and Development Department
PDWP	Provincial Development Working Party, a review and approval committee for provincial and FATA-DC PC-I projects
PMU	Project Management Unit (a home of Tribal Areas Development Project, under Special Development Unit, PE&DD, GONWFP)
PSC	Personal Services Contract

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### LIST OF ACRONYMS (cont'd)

RA	Reimbursement Agreement
R&E	Research and Evaluation
RDD	Rural Development Division
SAFRON	States and Frontier Region Ministry (the federal ministry responsible for special areas, tribal areas and the frontier regions of NWFP)
SCS	Soil Conservation Service
SDEP	Special Development and Enforcement Plan
SDMD	Special Development and Monitoring Division
SDP	Special Development Program (of the PE&D Department, NWFP)
SDU	Special Development Unit (of the PE&D Department, NWFP)
SRDS	Small Rural Development Schemes
SRSC	Sarhad Rural Development Corporation
SWA	South Waziristan Agency
SWRD	Surface Water Resources Development
TADP	Tribal Areas Development Project
USAID	United States Agency for International Development
USG	United States Government
WAPDA	Water and Power Development Authority
WID	Women in Development
WRD	Water Resources Development
XEN	Executive Engineer

# PROJECT ASSISTANCE COMPLETION REPORT

## TRIBAL AREAS DEVELOPMENT PROJECT (391-0471)

December, 1994

### I. BASIC PROJECT DATA

Project Title and No.	Tribal Areas Development Project (TADP) 391-0471
Date of Authorization:	September 07, 1982
Date of Original Agreement:	September 25, 1982
Original PACD:	September 30, 1987
Revised PACD:	September 24, 1997
Pressler PACD:	September 24, 1994
Amount Authorized:	\$47,000,000
Amount Obligated:	\$47,000,000
Pressler Deobligation:	\$21,000,000
Other Deobligations:	\$ 2,400,000
Obligation (as of 9/30/94):	\$23,600,000
Expenditures (as of 9/30/94):	\$22,838,070
Implementing Agencies:	<ul style="list-style-type: none"><li>- Project Management Unit (PMU) for TADP</li><li>- Special Development Unit (SDU), Planning, Environment &amp; Development (PE&amp;D) Department, Government of NWFP (GONWFP), Peshawar</li><li>- Federally Administered Tribal Areas Development Corporation (FATA-DC), Peshawar</li><li>- Federally Administered Tribal Areas Education Directorate (FATA-Ed), GONWFP, Peshawar</li><li>- Federally Administered Tribal Areas Agriculture Directorate (FATA-AD), GONWFP, Peshawar</li><li>- Communications and Works (C&amp;W) Department, GONWFP, Peshawar</li><li>- Local Government and Rural Development Department (LG&amp;RDD), GONWFP, Peshawar</li></ul>
Contractors:	Soil Conservation Services of USDA; Coverdale Inc.
USAID Project Officer:	Iftikhar Hussain

## **II. PROJECT GOAL AND PURPOSE**

The goal of the project was to accelerate the integration of the Federally Administered Tribal Areas (FATAs) into the socio-economic mainstream of Pakistan and improve the quality of life for tribal inhabitants. The purpose of the project was to strengthen the capacity of Government, private institutions, and Non-Governmental Organizations (NGOs) to plan and implement economic development programs in FATAs and in the lagging areas of the Northwest Frontier Province (NWFP) of Pakistan.

## **III. BACKGROUND OF THE TRIBAL AREAS AND THE PROJECT**

The FATAs consist of seven (7) Tribal Agencies and four (4) Frontier Regions (F.Rs.) with a population of more than two millions. Literacy rate for males is 7% and for female less than 1%. FATAs are spread over 27,000 square kilometers (KMs). These areas are mostly located over 2200 KMs along the northwestern border of Afghanistan. Generally, FATAs are arid valleys, hills and mountains. The population is scattered in isolated hamlets, villages and towns, and are involved mostly in subsistence-level agriculture. The scarce and uncertain rain and snowfall, combined with high evaporation rates, make agriculture dependent to large degree on irrigation. FATAs are inhabited by several tribes of Pathan origin who guard their tribal identification and even now indulge in inter-tribal feuds. Although the FATAs are controlled by the Federal and Provincial Governments, the general laws of the country are not applicable here. Instead traditional and customary laws are regulated through jirga system (Council of Elders) and the Frontier Crimes Regulations (FCRs) are used by the Political Agent (PA) to discipline the tribal society. The PA is the Administrative Head of each Tribal Agency. Traditional isolation and complex socio-economic systems based on "tribalism" render the tribal areas radically different from the rest of the country. A hostile social climate and very limited income-generating opportunities combined with inter-tribal rivalries that often result in bloodshed make life in the tribal areas difficult and dangerous. Besides farming, the other main tribal occupations are livestock, trade, transportation (trucking), and the timber industry. The per capita income for the area is one third of the rest of the country.

The tribal areas were totally ignored from the development perspective for almost 150 years, which include the regimes before, during and after the British Raj (Regime). In the 1960's, only Rs. 100 millions were allocated for the decade up to 1970. However, in late 1970's, the development funds were gradually increased at an annual average rate of almost Rs. 200 million. The Annual Development Program (ADP) for FATA for 1981-82 provided about Rs.375 million, whereas it has now gone up to more than Rs. 600 millions.

In January 1982, the Government of Pakistan (GOP) signalled an increased priority for FATAs with the publication of the Special Development Program (SDP) for FATAS, envisaging an outlay of Rs. 4,274 million and foreign exchange of Rs. 1,148.26 million for 5/6 years implementation life. The Plan was distributed by the GOP to potential donors, and at the June 1982 Paris meeting of the Consortium of Donors to Pakistan, the GOP stressed the priority it assigns to the development of the area, and the need for additional resources from the donor

community. However, no donor showed interest in funding this Plan. Donor involvement in FATAs was limited only to support the GOP programs targeted to the Afghan Refugees located in FATAs. The United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Emergency Fund (UNICEF), and the World Food Program had some active programs for the Afghan Refugees. The major reasons for the absence of donor participation in FATAs were that: (1) only recently had the GOP allowed outsiders to work in FATAs. In fact, only since January 1981-82, with the publication of its' Special Development Plan for this region, had the GOP actively sought assistance from the donor community for the tribal areas; (2) the unique characteristics of the region made it very difficult to undertake development activities in the tribal areas; and (3) many opportunities existed for donors to provide assistance to Pakistan outside the tribal areas.

In August 1981, the United States Government (USG) and the Government of Pakistan (GOP) embarked upon an agreement to increase their cooperation for the socio-economic development of Pakistan. This agreement culminated in a \$3.2 billion package of military and economic assistance, which USG agreed to provide to GOP between FY 1982 and FY 1987. As part of these negotiations, both governments agreed to assign priority to the less developed provinces. The TADP responds to that agreement.

In many aspects, the USAID/TADP represented a pilot demonstration effort, which established a precedent and paved the way for other donors involvement in the tribal areas. The TADP activities were partly drawn from the Special Development Program and incorporated in the Project Paper, which were at varying stages of planning by existing government line agencies.

Based on the field visits and interaction with the line agencies at Peshawar and the PE&DD, the design team drafted the Project Paper in March 1982. The Project was authorized and approved by the USAID Assistant Administrator, Bureau for Asia, in September, 1982 for \$24.046 millions for five years life up to September, 1987. Actual implementation of this project started in September, 1983 when the project office was established in Peshawar and the Project Officer and the Technical Assistance Team along with the support staff were put on board. Later on, through several project amendments, the project life was extended up to September, 1997 with a total obligation of \$47 million, which, due to Pressler, ended up with reduced budget of \$26 million and the PACD of September 24, 1994.

During the design and early implementation stages, the project concentrated on: construction of Water Resources, Roads, Small Rural Development Schemes, and Institutional Strengthening of GOP/GONWFP line agencies, and limited agriculture extension activities. At the design stage, only few sub-projects were identified in these components, whereas, more sub-projects were left to be identified during the implementation of the TADP.

Based on the recommendations of the project evaluation (November 1985) and project reorientation team (December 1988), and with the creation of the Rural Development Division (RDD) within USAID (December 1991), the TADP kept on changing and redirecting its approach to better suit the realities and current needs of the tribal areas. Under the redirected approach, the following activities were added to TADP: Women-in-Development Activities



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(mainly Non-Formal Education Development Program); Agriculture Development Program; Supporting the Improvement of Planning Process (Preparation of Socio-Economic Profiles); and Institutional Strengthening (Strengthening of Project Management Unit, SDU, PE&D; establishment of five Computer Centers in four GONWFP line Agencies; implementing the TADP-funded sub-projects and establishment of two NGOs of Sarhad Rural Support Corporation (SRSC) (separate report attached) and Kurram Rural Support Organization (KRSO).

#### **IV. PROJECT COMPONENTS**

##### **A. Infrastructure**

###### **1. Roads**

Due to institutional and socio-economic constraints, the tribal area is isolated from the rest of the country's economy. The requirement was not only to link the farm with the markets but also open-up new inaccessible areas, so that development agencies could enter those areas to undertake the development work.

According to the original plan envisaged in the Project Paper, 125.6 kilometers (kms) of gravel road sub-projects were to be constructed under TADP. However, under the revised plan, 109 kms were planned to be constructed. Of this 109 kms, 54 kms is shingle and 55 kms is black topped road. After completing the construction of Sadda Murghan Road, USAID felt the need to have proper design for all the remaining roads to be constructed under TADP. Therefore, TADP hired Architecture and Engineering Firm (A&E) for the design of 181 kms of roads, which also included 75 kms of Thall-Parachinar Road in Kurram Agency. However, this road was later dropped due to Pressler Amendment.

###### **2. Irrigation/Water Resources Development (WRD)**

The major occupation and source of income for the common tribal household is subsistence agriculture, which requires irrigation, as the tribal region is characterized by sparse and erratic rain and snowfall, high evaporation rate, and limited surface and ground water resources. A little acreage of land is under cultivation because of limited water availability and uncertainty regarding the availability of water through-out the year. Additionally, with the increased population (both locals and Afghan refugees), many of the existing traditionally built irrigation systems were to be rehabilitated and upgraded and new surface and ground water systems were to be developed.

The Irrigation/Water Resources Development (WRD) component was divided into two major elements viz (a) Surface Water Resources Development (SWRD); and (b) Ground Water Resources Development (GWRD). The details of each element are given below:

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**(a) Surface Water Resources Development (SWRD)**

This element consisted of: (a) rehabilitation and extension of the existing water resources; and (b) development of new water resources.

During the design stage, the construction of 160 watercourses in the command area of Bara Irrigation Scheme, Khyber Agency, was considered to be the focal point of the Project, beside having two small irrigation schemes - one in Kurram Agency and one in F.R. D.I.Khan. More schemes were left to be identified during the implementation of the Project. A big portion of the total funds allocated for WRD component was reserved for Bara Irrigation Scheme. However, due to several problems, only 6 watercourses could be completed and the remaining watercourses were dropped in 1985. Consequently, the search for more schemes began, and PC-1s preparation started in 1986.

**(b) Ground Water Resources Development (GWRD):**

At design stage, about 20 tubewells were planned to be drilled and installed based on seismological and ground water investigations and geological samples. However, during the implementation of the Project, the total numbers were increased to 21 tubewells and 6 testwells in Bajaur, Kurram and Orakzai Agencies. Out of 6 testwells, conversion of 4 testwells into tubewells was dropped because the narcotic related crop was observed in the command area of these testwells, whereas the remaining 2 were planned to be converted into tubewells.

**3. Small Rural Development Schemes (SRDS)**

In accordance with the TADP development strategy for the tribal areas, funds were earmarked to finance discrete, small-scale, self-help development projects within the geographic areas where other TADP-financed activities were to be implemented.

According to the original plan contained in the Project Paper (PP), this was a pilot effort designed to increase the development impact of other project activities and to encourage local participation in the development process. However, during the implementation of this sector, the community participation factor was not taken into account due to lack of planned efforts to involve community. TADP/USAID Project Management succeeded to limit the construction of SRD Schemes only in the geographical areas where other TADP-funded activities were implemented. A comprehensive and reasonable selection criteria was applied to equally distribute and avoid misuse of the facilities constructed under this sector, so that the communities benefit instead of individuals.

This component included the construction of schools (boys and girls), health facilities, quarters for teachers and health personnel, flood protection structures (spurs), and drinking water schemes/wells. This sector was implemented by the two line agencies -- Local Government and Rural Development Department (LG&RDD) and the Communications and Works Department (C&W) of GONWFP.

## **B. Community-Based Interventions**

### **1. Agriculture/Horticulture Development Program**

During the initial stages of project implementation, this program was limited to agriculture demonstration plots in the command area of Bara River Canal in Khyber Agency. However, due to several problems faced during the construction of five water courses in the command area of Bara, Khyber Agency and the departure of Soil Conservation Services (SCS) agriculturalist, these plots were returned to FATA-AD and the program was deleted from TADP funding. The first and second evaluation teams, while discussing the unsatisfactory performance of this program, recommended for the continuation of similar program in the tribal areas with a sound design and proper planning and implementation strategy.

USAID-hired consultants found that horticulture offered ample opportunities to provide gainful economic returns to the farmers and that horticulture crops were the dominant source of legal cash income in the tribal farm sector. The consultants identified several problems in this sector. Based on the consultants recommendations, two small pilot activities were carried out in the tribal areas. First beginning in March 1990 and ending in October 1990; and the second beginning in February 1991 and ending in June 1991. These pilot activities concentrated on orchard management and were carried out in Kurram, South Waziristan, North Waziristan, Bajaur, and Orakzai Agencies. The farmers and the staff of FATA-AD were involved in the orchard management program.

The evaluation of the two pilot programs revealed encouraging impact on the farmers and consequently justified TADP in launching a long-term agriculture extension program. The project opted to promote the horticulture sector in and around the command areas of irrigation schemes constructed under TADP. The primary objective of this program was to alleviate the identified problems and to integrate the project funded irrigation schemes with the agriculture extension program involving beneficiaries of the command areas to maximize the benefits. This program included on-the-job training for farmers through demonstration of improved orchard management practices, establishment of new fruit orchards in the command areas on cost sharing basis by the beneficiaries, vegetable promotion interventions, establishment of fruit nurseries in the private sector on cost sharing basis, social forestry at Bajaur and rehabilitation of Robert Garden (progeny garden) at Kurram Agency, and strengthening of FATA-AD through provision of commodities/machines/equipment and training.

### **Social Forestry at Bajaur Agency**

Under the TADP funding, some three surface irrigation schemes and 14 tubewells were completed in Bajaur Agency. Based on the recommendations of the second evaluation and under the redirected approach of the Rural Development Branch, a pilot social forestry program was initiated in 1992 in the command areas of these irrigation schemes.

The purpose of this program was to increase the economic benefits, train farmers in forestry (nursery raising and woodlot plantation), begin community participation by establishing village

plantation committees (VPCs), and develop good environmental impact in the command areas of TADP-funded schemes in Bajaur Agency.

## **2. Women in Development (WID)/Non-Formal Education Program**

This component was not part of the original project design. The second project evaluation (1988) suggested to include the Education Sector in TADP, especially recommending for adding vocational training, improvement of non-formal education, teachers training and development of instructional materials and providing technical support to the Directorate of FATA-Education.

Way back in 1986/87, the Women Division, Islamabad, had established 44 Non-Formal Education (NFE) Centers in the tribal areas in collaboration with the FATA-Education Directorate (FATA-ED). Under this program, the teachers were hired and sewing machines and raw materials were procured. But no curriculum was available, whereas teachers were untrained and due to continuous lack of maintenance, the machines went out of order. With the result, these centers became inoperative and the Women Division had to close-out these centers and withdraw its financial support for the recurrent costs. However, after USAID and FATA-ED negotiation and persuasion, Women Division agreed to bear the recurrent costs of these centers up to July 1991. Subsequently, the FATA-ED, GONWFP took these centers on their roll.

Based on meetings with the line/controlling agencies at the provincial and federal levels, a PC-I (project document) was prepared in November, 1989. However, the PC-I approval was delayed and finally approved on September 14, 1991. The implementation of the activities could not be started until June 1993. The delays in PC-I approval and beginning of activities are mainly attributed to the lengthy approval process and the lack of advance funds required for the implementation of the project activities.

## **3. NGO Development**

The project assisted the Kurram Agency through technical assistance and training to establish an NGO. The objective of this effort was to help the locals of Kurram Agency for the creation of an institutional framework at the grass-root level for the development of Kurram Agency by evolving broad-based participatory/community based organizations and strengthening them to undertake their own sustainable socio-economic development with improved managerial, entrepreneurial skills, and enhanced resources.

### **C. Institution Building**

Institution building had main focus on improving and enhancing the capabilities of the following departments/agencies to plan, implement and evaluate the development projects. The

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project planned to provide technical assistance, commodities/computers, vehicles and training to these line agencies and their staff.

1. Special Development Unit (SDU) and the Project Management Unit (PMU)
2. Federally Administered Tribal Areas Development Corporation (FATA-DC)
3. Communications & Works (C&W) Department, GONWFP
4. Planning, Environment and Development Department (PE&DD)
5. Local Government and rural Development Department (LG&RDD)

In addition, a need was felt for the collection of socio-economic data, analyses of the situation in the field and the identification of the lagging areas' potential and issues requiring Government attention and compiling all the information in a comprehensive documentary form (socio-economic profiles) and charting all the data on maps (base and overlays maps). The Bureau of Statistics was identified by GONWFP as a home for taking charge of these profiles from TADP, however, BOS required strengthening to fully assume this role. Moreover, TADP also provided the required inputs for strengthening FATA-Agriculture Department and FATA-Education Directorate.

## **V. INPUTS**

### **A. USAID**

The TADP was authorized on September 7, 1982 involving planned obligations of \$15 million in grant funds over a period of five years. The project was amended on August 15, 1986 increasing the authorized obligation to \$24.046 million and life of project of eight years. It was further amended on September 26, 1988 increasing the planned obligations to \$45.046 million and life of project of ten years. On August 29, 1990 the authorization was again amended to bring the total authorized amount to \$47.046 million with a revised PACD of September 24, 1997. The TADP sustained several deobligations during its life: \$20.046 million with the cancellation of the Thall-Parachinar Road under Pressler Amendment in May 1991; \$1.0 million in conjunction with the Pressler phase-out activities in August 1993; and \$2.4 million under the rescission mandate in September 1994. Finally, it ended up with an obligation of \$23.6 million (as shown below). In addition, the TADP utilized \$613,207 from PDIF for the provision of technical assistance at the beginning of the project.

**TADP Inputs**

<b>Project Line Items</b>	<b>Obligation (As of 09/30/94)</b>	<b>Expenditure (As of 09/30/94)</b>
Technical Assistance	4,319,698	4,305,618
Commodities	2,945,559	2,854,727
Training	1,547,806	1,319,681
Construction	11,951,856	11,604,798
Other Costs	576,102	559,463
Evaluation	193,783	193,783
NGO	2,065,197	2,000,000
<b>Total:</b>	<b>23,600,000</b>	<b>22,838,070</b>

Annexes 1, 2, 3, and 4 contain details of technical assistance, commodities, training and construction activities.

**B. GOP**

The line agencies of C&W Department, LG&RDD, FATA-DC, FATA-Education, FATA-Agriculture and FATA-Forestry provided full support through their field and headquarters staff for the implementation and completion of the TADP activities. These staff persons were involved in the planning, implementation and evaluation of the TADP funded activities. However, the GONWFP specifically allocated and contributed Rs. 2.7 millions for FATA-Education and Rs. 6.9 millions for FATA-Agriculture, in addition to TADP funds, for provision of the support staff for the successful completion of NFE and agriculture extension activities.

**VI. PROJECT ACCOMPLISHMENTS**

Annex 5 lists TADP inputs, outputs and significant accomplishments achieved under TADP. Nonetheless, following are the details of these accomplishments.

**A. Infrastructure****1. Roads**

109 Kms of roads were constructed to a higher standard that applied by C&W in its ADP-funded projects. In addition, design was completed for 181 kms of road sub-projects in the tribal areas, which included 75 kms of Thall-Parachinar road. Though the construction of

Thall-Parachinar road was dropped, it is now being constructed from GOP's own resources with reduced specifications.

Out of the 6 completed road sub-projects, four have opened up four inaccessible areas for development and have linked farms with markets and main towns in three Tribal Agencies whereas two have provided farm to market roads. All these sub-projects have provided a better transportation system for approximately 25 villages consisting of 48,680 families.

On average the travel time has been reduced on these roads from 15.5 hours to 3.62 hours. Average daily count on these road sub-projects ranges from 427 to 1511 vehicles (includes passenger and goods vehicles).

## **2. Irrigation**

Out of the total 22 completed surface water irrigation schemes, 4 schemes were constructed to develop new water resources, 17 were rehabilitation schemes and 1 was a sprinkler demonstration scheme installed on a Demonstration Plot of the FATA-AD. Additionally, 21 tubewells and 6 testwells were drilled/installed to bring new land under irrigation/cultivation.

The water resource development schemes brought new/rainfed/barren acres of land under cultivation, thereby providing additional source of income for the poor farmers from the small land-holdings. Moreover, these schemes also ensured the availability of irrigation water through-out the year. Following are the major achievements:

- Crop Acreage increased from 5,377 to 15,248.
- Cropping intensity increased to 155%.
- 11,050 Farm Families benefitting from these sub-projects

Approximately 15,248 acres of agricultural land was provided with the irrigation water. The irrigation sector combined with the agriculture extension activities significantly benefitted the tribal farmers, as their crop yield as well as income has increased. Details have been given under the agriculture extension program.

## **3. Small Rural Development Schemes**

Under this sector, following are the notable accomplishments:

- 35 boys and 13 girls Schools completed, which provided the school building facility to approximately 3,699 male and 559 female students.
- 15 drinking water schemes completed to provide safe drinking water to 708 families.

- 3 buildings for health units completed to provide health facility to approximately 863 families with an average monthly patient count of 1950.
- 6 flood protection walls schemes constructed to protect 195 acres of land for 490 families.
- 11 teacher quarters constructed to overcome the lodging problems of approximately 22 teachers and 1 dispenser.

## **B. Community Based Interventions**

### **1. Agriculture**

The TADP provided long and short term consultants for the implementation of the agriculture extension program. The program included the training of the farmers and the FATA-AD staff in:

- o Pruning of fruit trees;
  - o Use of basin irrigation instead of traditional flood irrigation;
  - o Use of recommended dosage of chemical fertilizer; and
  - o Plant protection measures through the use of agro-chemical and IPM awareness for the control of insects and plant disease.
- Evaluation of this component reveals an increase of 9.99% in yield and 45.53% in income/returns per acre in areas where better orchard management practices were carried out.
  - Through 212 Model Orchards, established on 212 acres by involving 225 farmers on 50/50 costs sharing with the Project, the high value and high yielding crops/species were introduced and awareness raised among the farmers for these species. This process, if continued, will eventually replace the indigenous species (low yielding and value) by HYVs.
  - For the first time about 58 tribal farmers (private sector) were involved in a small scale enterprise development program by providing on the job training, technical assistance and material support for arranging stock of seeds and suckers to establish fruit nurseries on their own land. This program resulted in increasing the farmers income and making available good varieties of the fruit plants and seeds within the tribal areas.
  - The tribal farmers have a tendency to increase the vegetable growing in their fields. About 219 demonstrations were held on 28 acres of land and 500 improved seed packages, on 50% cost charged to farmers, were used. Through on the job training and demonstration, about 219 farmers were familiarized with the benefits of using the improved seed packages resulting in increased yield and growing off-season vegetables, which have lucrative markets in big towns.



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- The government owned Robert Garden at Parachinar was established during the British regime. This garden (24 acres) is a source of bud-wood and progeny stock for private nurseries and orchards in FATAs and is also a demonstration and training center for the tribal farmers. Due to its old age it required a complete renovation. Under the project funding, the completed work included land levelling, making of six separate blocks according to the land contours, fields layout, introduction of basin irrigation and planting of improved cultivars of progeny fruits trees of peaches, apricots, apples, almonds, cherries and grapes. Additionally, to supplement the TADP efforts, the GONWFP is constructing one office block, residence for agriculture staff, lining-up water channels and planning to install a deep tubewell for irrigation.
  - Project supported the rehabilitation and improvement of the performance of three Government nurseries in South Waziristan, North Waziristan and Orakzi Agencies by providing improved bud-wood, progeny stock, planting suckers, seeds, partial fencing around these nurseries and training of nursery staff in budding and grafting techniques. This has improved the nursery management on the sites and quality of plants for the farmers in FATAs. During 1993-94 these nurseries sold about 105,000 plants to the farmers.
  - TADP greatly emphasized on a need for training of FATA-Agriculture staff and farmers, as most of them are not familiar with latest techniques, availability of improved varieties of seeds and plants and do not know what's happening in horticulture sector in other parts of Pakistan and World. Since the primary objective of this program was to provide the required training to the tribal farmers and FATA-AD staff in horticulture farming, the project provided various modules of training i.e. on the job training, refresher courses, field demonstrations, study tours and visual aid presentations. For the first time, farmers and FATA-AD staff were exposed to better farming practices outside FATAs at the country research facilities and with progressive growers in Balochistan, Punjab and NWFP (See Table for training details). The evaluation of this program indicated that the farmers, who were imparted training, shared their experience and information with the other neighboring farmers and that the other farmers adopted the improved horticulture practices in their farms. One farmer from South Waziristan Agency, sent for study in Balochistan, learnt the skill of growing vine-grapes. He brought some cuttings of vines and established 1 to 5 acres of grape orchard for commercial purposes in Wana, SWA. The FATA-AD staff skills were also greatly improved in extension activities. Awareness and motivation has been created amongst the farmers and FATA-AD staff to improve the horticulture farming in the tribal areas, which would be having multiplying effects with the passage of time.
  - A training program was launched which benefitted 1141 farmers and 120 FATA-AD staff.
  - The senior staff of FATA-AD was also provided training in the "systematic approach of getting the things done" through Coverdale (U.S. contractor) for better cooperation/coordination and team work.

- To increase the efficiency of the FATA-Agriculture Directorate, TADP provided the FATA-Ag with the transportation for field activities, office equipment and furniture and computers.

### **Forestry**

- Eight nurseries were established by eight farmers, who were on contract with FATA-FD. Each nursery has almost completed its target of producing 50,000 seedlings in two sessions (1993 & 1994), total seedlings = 400,000.
- Fifty (50) farmers were trained in woodlot plantation by FATA-FD plus eight farmers in nursery raising.
- FATA-FD purchased back all these 400,000 seedlings from these nurseries @ Rs.1.50 per seedling. These seedlings were distributed to other farmers free of cost for woodlot plantation.
- The beneficiaries took the responsibility of O&M cost of woodlot plantation.
- Eight (8) Village Plantation Committees were formed by FATA-FD by involving the locals for the distribution of seedlings from nurseries and subsequent supervision and monitoring of the survival of their plants.
- Woodlot plantation was completed on the embankments of farm fields. Survival rate of this plantation is about 70-80%, which is acceptable under the prevailing weather condition.
- Farmers realized the importance of social forestry on their farms.

## **2. WID/Non-Formal Education Centers**

Before beginning this program, TADP/USAID conducted a field assessment of all the 44 centers, established by the Women Division in collaboration with the FATA-ED, and selected 25 centers for strengthening, which had the potential for producing results. However, USAID/TADP agreed to provide necessary support, with a condition that the building, teachers and operation and maintenance costs should be provided by GOP/GONWFP. It was also decided to continue these centers as NFE centers instead of industrial centers and a detailed planning was done to strengthen these centers. The plan included to contract Allama Iqbal Open University (AIU) for the design of curriculum for NFE, based on the actual needs of the tribal women; training of the teachers and supervisory staff in NFE curriculum; and training of the untrained female primary school teachers from South Waziristan Agency in formal education program.

During the field assessment, following problems were identified:

**Non-Formal Education:**

- Less than 1% literacy rate
- Mother Child Health (MCH) problems
- Poverty and limited income
- Lack of systematic Non Formal Education (NFE) program
- Untrained teachers for formal and non formal education
- No curriculum available for NFE program
- No machines, furniture and materials available in these centers
- Lack of required expertise in the NFE Program
- Untrained supervisory and monitoring staff

**Formal Education:**

- Non availability of local female teachers
- Non availability of trained teachers
- Lack of incentives for the teachers
- Security problems to outside teachers
- Inadequate monitoring system of FATA-Education
- Short supply of teaching materials/aids
- Lack of operation and maintenance costs for the schools

For the first time in the history of NWFP, if not in Pakistan, a formal curriculum was developed for the improvement of Non-Formal Education (NFE) and training imparted through the short-term technical assistance team from Allama Iqbal Open University, which included:

Literacy

The following four books were prepared and pretested in the field by Allama Iqbal Open University (AIIOU): Urdu Reading, Urdu Writing, Basic Arithmetic and Quranic Qaida. These books were produced to make a person literate according to the definition of UNESCO.

Basic Functional Education Program

This is a program of functional education where literacy is completely by-passed. Illiterates and semi-illiterates can benefit from it. This program was offered in Pushto language. Audio cassettes, flip charts and sheets of paper having reduced pictures of flip charts - called hand-outs were used. The teacher acts as a group leader and the group sits in a semi circle facing the audio-recorder and flip charts. This program included the following courses:

- Child Care I
- Child Care II
- Health and Sanitation

- Poultry Keeping at Home
- Women Health
- Livestock management

#### Vocational/Skill Training

- Enabled the women to set up small scale business, garment production and managerial training.
- Button holes
- 12 stitches of embroidery
- Cutting and stitching of shalwar and kameez

#### Training of Teachers and Supervisory Staff

- 51 Female Teachers from 25 centers and 6 Assistant Education Officers and 1 Assistant Lady Director were trained in course content and teaching methodology in the designed NFE curriculum for 3 weeks.
- 630 students received 6 months training in the complete curriculum.
- 630 students became literate and want to continue it further to attain maturity.
- 25 NFE Centers, which had most potential for improvement, were upgraded (sewing machines, raw material and furniture provided to these centers) and became functional. Additionally, 19 other NFE centers were provided with almirahs and black-boards, which will improve while looking at the 25 functional centers.
- 630 female students were enrolled in 25 centers.
- In all centers, the students were paying monthly fee of Rs. 5-10, which would be used for the operation and maintenance of these centers.
- 46 female teachers from 40 primary girl schools from South Waziristan Agency (SWA) were trained in teaching methodology of syllabus for class 1 to 5 in the formal education.
- 40 training kits were provided to those primary girls schools, whose teachers were trained in teaching methodology of syllabus.
- 20 primary girl schools from each Tribal Agency and 10 from each Frontier Region (total schools = 140, out of total 600 schools) were provided with the required mats for students to sit in the class-rooms, black boards and teachers' tables and chairs and other classrooms supplies, which were not available before the project input.

- FATA-Education was provided with vehicles, office equipment and furniture, and computers to strengthen and increase its efficiency.

In addition, TADP provided office equipment/machines and furniture, computers and a vehicle to a newly established Government College of Education for Elementary Teachers/Female at Jamrud. This was the first ever training college established by GONWFP for providing pre-service and in-service training and refresher courses to the female primary and middle school teachers of the tribal areas.

Although duration to implement this program was limited to about 15 months, the TADP successfully provided a sound basis for improving educational level of the tribal females in future.

### 3. NGO Development

Socially, economically and politically, the tribal areas are highly sensitized, complex and totally different areas as compared to the other settled areas of Pakistan. To undertake a new activity and hold dialogues and motivational sessions with the locals/tribal, one has to go through the good offices of the Political Agents. The TADP management made tremendous efforts to first pave the way and build consensus amongst the high ranking officials in the PE&DD, SDU and PMU for the creation of an NGO in Kurram Agency. Thereafter, several meetings were held with the SDU/PMU and the Political Agent of the Kurram Agency to bring them on board regarding the utility and need for the creation of an NGO for Kurram Agency. Consequently, the Political Agent nominated the notables and the influential people of the tribal areas as the Directors for the NGO Board of Directors (BODs). Through a workshop process, this BODs along-with the high ranking GOP officials and the Political Agents were presented with the concept of NGOs for motivating the beneficiaries to participate and contribute for the development of their society and region and their agreements were sought to begin creation of Kurram NGO. After in-depth discussions, this forum agreed to this idea. The BOD consists of diverse group of highly educated people (one male and one female medical doctors, a lady social organizer, a retired principal of Government Degree College, two engineers, a journalist, a politician and a few local activists) of Kurram Agency, representing all the three geographical regions of Kurram Agency - Upper Kurram, Lower Kurram and F.R. Kurram. The important accomplishments include:

- NGO registered with the Corporate Law Authority in Islamabad and Industries Department in Peshawar.
- Board of Directors (BODs) established.
- Several meetings of BODs held.
- NGO action plan drafted.

- Several training sessions and workshops held to familiarize the BODs with the functions of NGOs.
- Article and Memorandum of Associations prepared.
- Several donors contacted for fund raising.

During the formative stages of developing the Kurram NGO, several options were tried. Several workshops, study tours to see other NGOs working in the province and elsewhere, and training sessions were held to familiarize the BODs with the role and responsibilities of the NGO, BODs and the staff and the communities at the grass-roots level. Some of the Board members were also trained in the Participatory and Rapid Rural Appraisals. A study was also carried-out by a two members team (a male and a female), who prepared an action plan for the implementation of NGO activities, after visiting all the regions of Kurram Agency. The TADP/USAID management hired a consultant to have this NGO registered with the Corporate Law Authority, Islamabad and later-on with the Industries Department, GONWFP, as an NGO. NGO was introduced and several donors were contacted, however, to date no donor has shown any interest to provide funds. The project also helped the NGO in preparing policy and procedural guidelines for disciplining its activities and operations. The NGO sent a request to the PMU/SDU for obtaining the approval of Economic Affairs Division, Islamabad for the transfer of some of the project equipment/commodities and vehicles, which did not yield any results despite hectic efforts by the NGO and the TADP/USAID management. The senior officials of GONWFP, the Political Agents and some of the elite from the tribal areas were familiarized with the concept of NGO.

### **C. Institution Building**

#### **1. Special Development Unit (SDU) and the Project Management Unit (PMU)**

The TADP-funded sub-projects were located and scattered in all the seven Tribal Agencies and four Frontier Regions and implemented by several line departments. Although there were several project managers from the side of these line departments but there was none with interest in ensuring that the problems these sub-projects were facing are dealt with in a systematic and expeditious manner. Consequently, confusion characterized the efforts of TADP in the design and implementation of the sub-projects it was supporting. In the absence of a Project "home" and a Project Manager, the TADP/USAID Project management had enormous pressure to deal with the tribal, GOP/GONWFP and line departments officials, Political Agents, and the Federal Ministries, to manage the day to day operations of the project.

The interim evaluation identified a need for providing oversight and command body for the TADP in the form of the Special Development Unit (SDU), for generating commitment and to make policy decisions and resolve problems. Similarly a need was also identified for creating a home within the fold of GONWFP to coordinate and manage the TADP activities with PE&D and other line departments, to resolve implementation problems and to handle daily execution of project activities through the line departments. The SDU, a subordinate unit of the Planning

Environment and Development Department, GONWFP, was established in 1984 to design, administer, coordinate, monitor and evaluate area development projects funded under the Special Development and Enforcement Plan (SDEP), and to help eliminate opium poppy cultivation in NWFP. The TADP Project Management Unit (PMU) was created by the GONWFP though at a very late stage (1990) of the TADP implementation.

Short-term expatriate consultants' services were provided for streamlining the functions and organizational framework of SDU, which resulted in strengthening the SDU and GONWFP creating more slots for hiring different area specialists for SDU. About 24 project managers/senior management officers from the GONWFP were trained in Thailand on study tours to see how the rural development projects are managed and implemented in Thailand and see their impact and contribution towards improving the socio-economic condition of the Thai people.

A building was constructed with TADP funds to provide a permanent home for the SDU and the Project Management Units (TADP-PMU included) of different area development projects operating under SDU. With the provision of this building the operational budgets of the SDU as well as the other Project Management Units have been reduced, as all these establishments were spending significant amounts on rents of their offices. In addition, computers, office equipment, machines and vehicles were provided to strengthen the SDU and PMU to support their activities. Systems Analyst services were also provided, which resulted in the upgradation and improvement of the SDU management information systems based on the field and headquarters needs.

## **2. Federally Administered Tribal Areas Development Corporation (FATA-DC)**

FATA-DC is basically a semi-government department of the GOP, exclusively operating for the development of water resources, minerals and industries in the Tribal Areas.

In 1982, although FATA-DC was very active in many aspects of water resources development, many of the techniques, procedures, and equipment used were either outdated or otherwise inadequate to fulfill the required job. FATA-DC's focus in water resources development has been exclusively on the engineering aspects, e.g., construction of diversion structure or main irrigation channels or the drilling of wells. Inadequate attention to other aspects were resulting in the inefficient use of what thus becomes expensive water. The groundwater investigation was limited to the surface geological observations for locating testwell sites. Although the testwells are strategically located, and geological strata are recorded during drilling, sub-surface mapping was not being done and little water-table monitoring was carried-out by FATA-DC. The necessary equipment and skills to conduct a more scientific, systematic and efficient exploration were required.

To address the above problems, three long term advisors were hired by TADP beginning 1983 to 1986/1987 to work primarily with the Irrigation and the Tubewell Divisions of FATA-DC in groundwater investigation and monitoring techniques, surface water capture and deployment, on-farm water management, watercourse improvement and construction and improved agricultural

practices. Additionally, some office equipment, establishment of computer center, vehicles, training and other technical assistance were provided to FATA-DC. FATA-DC officials were trained in and out of country in several subjects i.e. construction and design of irrigation schemes and use of computers etc. They are now utilizing these skills in day to day operation of their portfolio, increasing their efficiency. As a result of these efforts, FATA-DC personnel are carrying out integrated water resources development program in the Tribal Areas, which is to effectively address not only the engineering aspects of the program but also the farmers irrigation land and cropping problems.

### **3. Communications & Works (C&W) Department/GONWFP**

C&W is a GONWFP line agency operating in the settled as well as in the tribal areas to construct and maintain roads, bridges and schools. C&W usually does not follow the high standard design, plans and specifications in the tribal areas. The contractors are nominated by the Political Agents for the construction of the roads, who are mostly the Maliks (chiefs) of the Tribal Areas and cannot read the plans and specifications and require expert's help to do it. Even the skilled labor is not available in the tribal areas and hence is imported from other areas of the country. Limited availability of the heavy equipment further affects the efficiency of C&W in the tribal areas, as the nominated contractors have to rent equipment from the agriculture department.

Keeping in view the above, twelve person-months of short-term technical assistance was provided to assist the C&W Department in road alignment, design cost analyses, materials selection, and making the C&W understand the specifications to be met under the USAID Fixed Amount Reimbursement (FAR) system, and to approve the final designs and cost estimates. With TADP funding, 10 pieces of road making machinery were added to the warehouse of the C&W Department to increase its capacity. Concept of A&E firms to supervise the construction of roads, instead of C&W staff, was introduced to C&W, which was an interesting move. In fact, due to shortage of staff, it was not possible for the C&W Department to manage and monitor TADP road sub-projects on daily basis to ensure that the contractors follow the USAID higher standard plans and specifications. In addition, a computer center was established in C&W Department by providing technical assistance, training, office equipment and computers. Most of the information systems, previously done manually, have been computerized. This has increased the efficiency of the C&W Department.

### **4. Planning, Environment and Development Department (PE&DD) and Local Government and Rural Development Department (LG&RDD)**

The TADP proposed to GONWFP for providing funding for the technical assistance, training, computers and other office equipment for the PE&D and LG&RD Departments. The purpose of this effort was to help these line agencies to improve their management information systems and make a shift from manual to computerized data-bases created to increase their efficiency, which would ultimately help the planners and policy/decision makers to make policies and decisions based on information generated through computers.



Computer centers were established both in PE&D and LG&RD Departments. Following a well defined plan for the introduction of computer high-tech capacity, several programs/management systems were computerized through these computer centers. One of the first and most significant data base was the Annual Development Program of NWFP, a complex document that is regularly updated and printed in hundreds of copies. NWFP was the first Province to computerize its ADP, followed by the ADP for FATA. Having realized the benefits of this new technology, officers of PE&D demanded increasing the computer services. At time, the PE&D computer center was running two shifts and had received approval for all the required additional staff funded by the GOP. The most important contribution by the Project is the greater understanding provided by TADP staff of the possibilities and prospects for the use of this new technology. Without the TADP working for two years to support PE&D, with the flexibility to fund needed purchases and make the system deliver important output, there would have been no established client base, and no potential for significant expansion. The local technical staff, with skills, qualifications and attendant salary levels paid by USAID, made this effort successful. Most of the information systems, previously done manually, have been computerized. This has increased the efficiency of these line agencies.

## **5. Socio-Economic Profiles**

The primary aim of the Government of Pakistan is to promote economic growth in a way that allows the large majority of people to equally participate in directly productive activities and to share the benefits of development. This is difficult to accomplish when people live in dispersed and distinct geographic areas, with different physical and human resource bases, especially if resources are scarce requiring tailoring of development initiatives to local conditions which is a main function of decentralized regional planning. The current practice of preparation of Annual Development Plans, set within a national Five Year Development Plans, tends to be top-down, concentrates on the programming of resources and is not participatory in nature. These planning exercises are different from integrated planning process directed towards dynamic economic growth with equity and social justice in specific geographic areas. To a large extent, Government development planning is short-term or tactical. Annual Development Plans are developed based on available funds and are influenced greatly by political considerations. Integrated area specific or regional planning for the long term is not being done. However, such strategic planning is critical for achieving sustainable development results. Planning for dynamic economic growth, with equity and social justice considerations, have proven to be significant in encouraging the political stability.

The need for strategic planning for specific geographic areas was recognized by key Provincial and Local Government officials but security and other policy issues tend to override a priority on planning. This especially true of the tribal areas where law and order, access, information and institutional problems exist. To base the planning, there was a need for basic socio-economic data. However, there was a dearth of basic socio-economic and demographic data available on the Tribal Areas, and what was available was for the most part unreliable and outdated. This was partly due to problems associated with local cooperation and accessibility as well as to the fact that no government agency working in the region had made a systematic, consistent attempt to collect such data. At the project design stage, the collection of basic socio-

economic data at the beginning, during and at the end of the project was considered to be critical to measure the project progress and impact. Accordingly, a Research and Evaluation Unit was established in the Project Office at Peshawar with having a research and evaluation officer and two field assistants. This unit was disband in 1984, because it was directly responsible to the USAID/TADP Project Officer with no attachment to a GOP agency or department. Moreover, the unit staff was not experienced and unable to provide the required information/data/analysis according to the standard requirements of the USAID and GOP and hence proved to be ineffective.

All the above short-comings and issues alluded towards a need for the collection of socio-economic data, analyses of the situation in the field and the identification of the lagging areas' potential and issues requiring Government attention and compiling all the information in a comprehensive documentary form (socio-economic profiles) and charting all the data on maps (base and overlays maps).

The TADP hired long term expatriate and Pakistani consultants who prepared Socio-Economic Profiles, different base maps and overlays relating to different sectors for the seven Tribal Agencies and distributed to several GOP/GONWFP line agencies. The profiles cover the important development concerns and sectors, organized for refinement by appropriate line agencies and responsible entities. Critical assessments of available data are made in detail, by indicator, in terms of validity and reliability. Insightful suggestions are made for micro-level or activity-specific areas of emphasis and investment in the profiles, backed by discussion papers, maps and briefings. The geographic mapping, with key development overlays, have proven to be effective means for influencing development planning and decision making. The format for the profiles is consistent, allowing some comparisons and provide an initial data base for future modifications and refinements. In the present form, the profiles constitute preliminary reference documents for a professional planner, project designer, and information systems expert. Bureau of Statistics (BOS), was identified as an institutional home for these profiles. In addition, TADP provided some office equipment/furniture and computers for strengthening the capabilities of BOS. A software containing data-base and text for the seven profiles have been developed and transferred to PMU for onward transfer to BOS. Some of the line agencies are using these profiles and maps to help plan their activity or to understand the socio-economic condition of the Tribal Agencies.

## **VII. AFFECTS OF THE PRESSLER AMENDMENT**

The Pressler Amendment was invoked on October 1, 1990. TADP received a great set back. At that time, out of a total obligated amount of \$47 million, the project had an uncommitted balance of over \$27 million. For these uncommitted funds almost all activities were identified for implementation during the remaining period and were at various stages from design to implementation.

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**A. Adverse Effects of the Pressler Amendment on TADP**

- PACD was reduced from September 1997 to September 1994.
- Funding was reduced from \$47 to \$27 million.
- Of the remaining \$27 millions, \$3.4 million was further deobligated.
- A sophisticated and high tech design was prepared by an Engineering Consulting Firm for the construction of 75 kms of Thall-Parachinar Road, for which a large amount was paid. The construction of this road was dropped with the result \$20 million was deobligated in May 1991. This road is now being constructed through GONWFP's own resources but the specifications and design have been reduced to economize the construction costs.
- Due to the time cut and other implementation problems posed due to imposition of the Pressler Amendment, i.e., providing justification that an activity was planned before Pressler and that it was in accordance with the useful units defined with the result of Pressler, following activities were dropped:
  - o Out of 12, only 7 tubewells could be drilled in Kurram Agency.
  - o Conversion of 4 testwells into tubewells in Orakzai Agency was dropped.
  - o NGO for Kurram Agency could not be fully established and developed.
  - o Bureau of Statistics (BOS), an institutional home for the Socio-Economic Profiles, could not be strengthened to fully take-on the responsibility for updating, modifying and publishing the Socio-Economic Profiles for the Tribal Areas.
  - o The Agriculture Extension Program was reduced from 5 to 2 years.
  - o Non-Formal Education program was reduced from 5 to less than 2 years, hence this program could not be fully instituted and strengthened to take deep root within the tribal community and the GONWFP.
  - o The objective of improving the planning capability of the GONWFP line agencies could not be achieved.
  - o United Nations Volunteers (UNVs) Program could not be implemented.
  - o Development of Effective Information Systems was dropped.
  - o Final Evaluation was dropped.

**B. Issues/Problems, which followed the Pressler Imposition**

- Although the PIL for de-obligating the funds and dropping the Thall-Parachinar Road was signed by the Joint Secretary, Economic Affairs Division, there was a lot of resentment against USAID and its staff within the GONWFP and Kurram people.

- It took about 2 years and several meetings among the USAID senior management, project staff and GONWFP officials to realize the reality of the Pressler Amendment and accept the withdrawal of the USAID.
- Paper work was increased to justify the activities, as several checks were imposed by the Mission Management.
- Counterparts/beneficiaries lost their trust in the USAID/TADP management staff, as the USAID reneged from some activities, for which indications/commitments were made to the counterparts and beneficiaries.
- Since the Project was at a stage where some activities were about to start when Pressler Amendment hit, it was difficult to begin and finish the activities before the revised PACD of September 1994. The TADP management underwent a lot of pressure and tension to continuously watch the time schedule and push the line departments to complete the activities before the Pressler PACD of September 1994.
- In the case of agriculture extension, NFE, Kurram NGO, Socio-Economic Profiles, the consolidation phase could not be completed.

## VIII. LESSONS LEARNED

### A. The Mission/GOP procedures for TADP impeded its ability to pursue the project goal and purpose rapidly.

The requirement of a PC-1 for each scheme/activity reduced the flexibility for the project management within USAID and GOP for implementing the project activities - contracting for commodities, services and construction.

There should have been an over-arching flexible GOP funding document (PC-1) approved by the Federal Government, which should have included all the development activities of the project and which should have eliminated the need for having a separately approved PC-1 for each sub-project. This would have decreased several delays and expedited the implementation.

Since the TADP was one of the initial projects of USAID, beginning early 1982, several stringent conditions, covenants and procedures were included in the Project Grant Agreement, which impeded the project progress.

While designing the TADP, both USAID and GOP should have kept in mind the precise details regarding the special/unique territory and should have kept special flexibility in their procedures for implementing the Project. In a nutshell, flexible funding mechanism should have been in place rather than FAR, which should have allowed/authorized the local USAID Project Management team to make decisions at field level (Peshawar) and make changes in the plans and

specifications according to the changed field requirements, which arose during the implementation.

**B. Decentralization in decision making should become a reality.**

There is a lot of talk about the issue of decentralization but a lot more has to be done about it as it directly impacts the project performance at the field level. Once broad guidelines are agreed upon at the headquarters, day to day implementation should be left to the field supervisors.

**C. A well thought-out project design is a key for a successful project.**

The sectors like agriculture/horticulture, forestry, WID/NFE, Community Participation/NGO development and improved planning, should have been included in the original Project Paper, rather than including them at a belated stage.

There was ad-hoc planning marring the implementation of the project, which was evident from the fact that in 1985-86 the Bara River Canal development scheme was dropped and other irrigation schemes were to be identified; Data Collection Unit was replaced with the computerization efforts; project home was to be identified; expatriate technical assistance team was replaced with the Pakistani engineers and later on in 1988-89 new sectors like agriculture extension, improvement of regional planning, community participation and NGOs development and NFE activities were added to the TADP at a very late stage, when the project was nearing its closure. Some of these activities did make a lot of difference and good things happened due to their implementation. However, the results could have been far better if all these activities had been planned at the design stage and started earlier. The delay in fully establishing the Kurram NGO is partly due to the above facts and partly because nobody working for the creation of this NGO had the required expertise, and ultimately the commitments made with the BODs of Kurram NGO could not be honored by the TADP/USAID management.

**D. An institutional home within the fold of the Host Government is a must for an area development project implementation**

There should have been a focal point/home within the GONWFP, which would have handled routine project activities, and a Project Review Board (PRB) to serve as a commitment generator, policy decision maker, and implementation bottleneck breaker.

The TADP implementation suffered badly for about nine out of total twelve years of its implementation because of non-existence of over-sighting body (institutional home) within the folds of GONWFP. As a result, the TADP/USAID management took over that role and implemented the project on its own through the project-hired staff. On the other hand, the other USAID projects which started much later than the TADP, but were placed within the fold of SDU/PMU, excelled in their implementation and were far ahead in achieving the project goals and purposes within short period of time. The GONWFP/GOP should have provided a

counterpart and an institutional home for interaction with the TADP/USAID management for the implementation of this multi-sectoral project.

After the creation of Project Management Unit for TADP (1990), most of the responsibilities were shifted to the PMU staff.

**E. Efficient GOP advance funding system should be in place before beginning the implementation of the Project.**

The GOP should have arranged advance (revolving) funding before beginning the implementation of the Project instead of waiting for the donor/USAID approval of schemes and thereafter releasing the advance funds to the implementing agencies. The transfer of advance funds from GOP to implementing agencies was taking almost 6/9 months. This was a serious problem, which began with the initiation of the project implementation in 1983 and lasted until the end of project in 1994 and severely impeded the progress of the project activities. Even the funds provided by the USAID, as an interim relief due to non-availability of GOP advance funds, were withheld by the Federal Ministries because of a tussle between the Federal and the Provincial Governments over the ownership and control of the project. This clearly indicates the lack of coordination and clear line of directions between the Provincial and the Federal Governments. There should have been a single coordinating and controlling agency, either at the Provincial or Federal Government level, responsible for planning, financial, implementation, monitoring and evaluation matters.

A simple procedure should have been outlined for advancing the USAID/GOP funds to the Director, TADP/PMU for onward distribution to the line departments for the implementation of TADP activities, as opposed to the cumbersome and complex existing procedures. The delays occurred in the project implementation could have easily been avoided and would have resulted in the beginning and completion of several activities in time.

**F. Regular follow up and checks help in maintaining the quality of the construction work**

Regular visits by project staff to the on-going infrastructure schemes proved to be very useful as the quality of the finished work was good. Similarly, regular follow-up with the line agencies for the completed schemes helped maintaining these schemes properly.

**G. Schemes having local problems in the tribal area are difficult to implement**

Either those schemes should have been selected which did not have the local/political problems or the undertakings should have been obtained from the Political Agents and the beneficiaries to cooperate and resolve their problems, before beginning the construction work.

Due to institutional constraints and other local problems on almost every sub-project, the construction works were delayed and exceeded their target dates considerably. Simultaneously, the rates for different construction materials significantly increased. Therefore, most of the time

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the work was stopped on sub-projects due to contractor not willing to complete the work and demanding increased rates according to the prevalent market rates. Given this problem, the time period for the completion of construction should have been more than the actually estimated and there should have been a provision in the funding documents/procedures for inflation.

#### **H. Frequent transfer of GOP counterparts impede the project progress**

Frequent transfer of the Project Manager/Director of TADP PMU and other officers in-charge of TADP-funded activities resulted in several delays and problems.

#### **I. Community should be involved to participate/bear the O&M of a development activity.**

Efforts can be made to shift the responsibilities of O&M of surface and ground water schemes to the beneficiaries. Belated efforts by the TADP management in Kurram Agency proved successful, as the beneficiaries gave undertakings to operate and maintain 7 tubewells in Kurram Agency from their own resources.

The tribal habit of expecting everything as a free give-away or on a subsidized rate was a serious problem because the TADP agriculture extension program was comparatively hard and it required the beneficiaries to bear a substantial cost at each phase of development.

The community can be involved in any activity if the positive effects of the program are demonstrated, which encourage the community to contribute for the sustainability of a program (for example, most of the students' parents are paying the monthly fee for attending the NFE classes).

#### **J. Schools should be constructed with having basic facilities**

School buildings should only be constructed when the host government is committed to provide basic facilities, such as electrification, water supply/sanitation, basic furnishing and the trained teachers. Otherwise these buildings are just buildings and not schools. In addition, each school should be designed in such a way that would greatly suit to the specific site, by positioning windows and doors to take account of the prevailing weather and light conditions.

#### **K. Absence of private input delivery system affects the development of green sector in the tribal area**

The virtual non-existence of private sector input delivery system (seed, fertilizer, agro-chemicals, spray pumps and credit) was an impeding factor in implementation and development of green sector.

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**L. Tribal male population can help in raising the female literacy, if taken into confidence**

Being a conservative and Pashtun society, the men folk are reluctant to send their females to the NFE centers. However, the following case study shows that if taken into confidence the tribal men can play an important role in raising the educational level of the tribal women. The story is like this. When the NFE program was started in Kariwarm village, South Waziristan Agency and men heard that there are flip charts and audio cassettes to be played on a tape recorder before their women, they demanded to hear the tape first and then decide whether they would let their women to listen to it or not. So all the men gathered at a Hujra (living room of an influential/elder of the village) and listened to the tape (relating to child care, telling mothers how to wash their hands before feeding their children to avoid diarrhoea and other diseases). After hearing this tape, the men realized the utility of it and they decided to play this tape on the loudspeaker of the village mosque so that other men not available at this congregation and women sitting at homes could realize the benefits of this program. This action on their part prompted several men to send their women to the center.

**M. Flexible class timing helps maintain the attendance of NFE students**

The flexible class timing, suitable to all the household wives and girls, could prove to be another factor encouraging the women folk to attend the NFE class, after finishing their domestic work.

The timing for the NFE centers be arranged according to the convenience of learners taking into consideration their cropping pattern and weather condition, as most of the girls/women work in the field with men or collect firewood or drinking water and do cooking at home for their men.

**N. Top down approach for creating an NGO succeeds only when donors, locals and GOP's commitments are available**

The top down approach, used for creating institutional framework for NGO only succeeds where there is a commitment of resources by donors, locals and GOP before setting up the NGO. Examples are the creation of NGOs for SRSC, AKRSP and SPO etc. In the case of Kurram, such commitments did not exist and it is difficult for the NGO to flourish.

**O. A substantial period of time - perhaps as much as four/five years in this difficult environment - is required for an NGO to mature to the point where it can play an ongoing role after withdrawal of assistance.**

The attempt to form and groom an NGO in Kurram to mobilize continued community support for project initiatives did not proceed as quickly as expected, and as a result the NGO was only in its infancy when the project ended, thereby adversely affecting the sustainability prospects of project initiatives.



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**P. Placement of the technical assistance team with line agencies could have been more effective and efficient**

The long term expatriate advisors and other experts should have been more effective if they were physically placed in the implementing agencies rather than sitting in TADP/USAID office in Peshawar. The close coordination and interaction increase the productivity and help transferring technology and skills more effectively.

**Q. Expatriate advisors working in tribal areas should be assigned only for accessible areas**

The expatriate advisors faced numerous problems of not having frequent access and travel to the Tribal Agencies and Frontier Regions to visit the sub-project sites. If the aim of the TADP management was to oversee the irrigation construction sub-projects by following the USAID standard plans and specification, well qualified Pakistani engineers could have provided this assistance instead of expats, unless some special techniques and skills were to be transferred to the counterparts. However, later on qualified Pakistani engineers replaced the expats.

**R. Introduction and use of computers increased the efficiency of the line agencies**

The introduction of high-tech capacity (computers), fully funded by TADP, had a great impact. The real benefits lie in the future, as continuing computer capacity begins to generate new processes to complete planning, financial, administrative, and technical engineering tasks.

USAID has spearheaded the computer revolution in NWFP, as after seeing the results of the computer cells established in several line agencies under the project, the other line departments have also begun computerizing their organizations.

**S. Participation of the line agencies and the institutional home in project activities is a must for transferring the skills**

After completing the first socio-economic profile, a host government line department should have been involved in preparing and updating the profiles and maps, instead of their involvement in the preparation of last profile, which did not prove very effective.

An institutional home for Socio Economic Profiles should have been identified and designated by the GONWFP for interaction with the TADP/USAID management right from the beginning instead of identifying at the end of the project. The early identification would have facilitated the interaction of the technical assistance team in transferring the skills to the institutional home (Bureau of Statistics) to take over the responsibility for upgrading the profiles and maps.

This activity was undertaken by the TADP/USAID management on its own and socio-economic profiles and maps were prepared. However, the profiles should have been prepared only if there were GONWFP commitment to a regional planning strategy and process, with specific reference

to the use of socio-economic profiles. In the absence of any firm commitment from GONWFP, this exercise though useful, might die away in few months.

## **IX. SUSTAINABILITY**

### **A. Infrastructure**

#### **1. Roads**

All the six road sub-projects will serve the Tribal Areas and its population for long, if the required maintenance is regularly carried out. The Sadda Marghan Road has been recently included in the Annual Development Program of the GOP for black-topping and the work will be started soon.

All of the road sub-projects are complete and the traffic flow has begun on them and so far they stood well to the traffic load. The completed high quality construction work is clearly indicative of the advanced design, plans and specifications made according to the USAID standards. The GOP allocates funds to C&W Department on annual basis for the O&M of the road sub-projects. However, these funds are not usually sufficient for the O&M of the road network spread out in the Tribal Areas. Therefore, it is not sure that with this level of maintenance, these roads will live their planned life.

#### **2. Irrigation**

The surface water irrigation schemes would serve the beneficiaries for about 10 to 20 years. Maintenance required on these systems is simple and usually handled by the local users. However, the intake structure (FATA-DC's standard design) are not designed to avoid disruption of flow by boulders or trash that might become lodged in the intake. Some devices installed at these intakes would alleviate this problem and minimize future maintenance costs. Additionally, the gabion spurs built in the river bed for the protection of schemes earlier used sub-standard galvanized iron wire, which would rust, corrode and present a major maintenance problem in future. As the gabion basket would fall apart, the ability of the structures to withstand dynamic stream flows dissipates. However, lateron quality wire was used on the remaining sub-projects. The main irrigation channels leading from the intake structures are well graded and are presently providing enough velocities that self clean the channels and eliminate intensive hand removal of sediments.

FATA-DC is responsible for the O&M of the tubewells and surface irrigation schemes. After completion of a tubewell, beneficiaries are responsible for constructing (usually kutchha channels) and maintaining the distribution channels for irrigation water. However, it requires a big amount for O&M (approximately Rs.70,000 per annum per tubewell). Consequently, the annual budgetary allocation under WRD to FATA-DC is mostly spent on tubewells and hardly anything is left for the surface water irrigation systems, thus resulting in the deterioration of the irrigation schemes and reduction of the planned useful life. Although it requires more funds for O&M of

tubewells, the tubewells have advantages, as the surface irrigation schemes are subject to potential destruction should any unanticipated major flood occur. Tubewells are usually installed in areas which are not threatened by flash floods.

Regarding the technical sustainability of the tubewells, the pump houses and tubewells all built to a high engineering standard. The FATA-DC geophysicists are using the TADP-supplied equipment extensively in the field investigations. The sustainability of the ground water is an important consideration in FATA-DC's development plans. FATA-DC has highly qualified geophysicists posted throughout the Tribal Agencies. The pumping equipment used in the TADP funded tubewells are of the highest quality.

### **3. Small Rural Development Schemes**

TADP small buildings are constructed with good materials and workmanship than regular LG&RDD construction. With minimum maintenance (painting the exterior wood every five years, periodically replacing metal roof sheeting and minor repair) these buildings should last several years. For the school buildings - the FATA-Education is providing staff/teachers - the FATA-Health is providing dispensers for dispensaries - and for drinking water PHED and beneficiaries are responsible for maintenance - C&W is responsible for the maintenance and repair of these buildings/ schemes. Hence the sustainability of these buildings/schemes is ensured.

#### **B. Community Based Interventions**

##### **1. Agriculture and Forestry**

With the end of TADP support, the agriculture extension program also ended in September, 1994. Nonetheless, the activities completed under TADP program, would take another shape and that is the demonstration and training effect, which would be having multiplying effect. Farmers and FATA-AD staff were trained and exposed to latest horticulture farming techniques. The orchard management demonstrations were held at 948 sites and model orchards were established at 212 sites. The sites and trainees were selected from all over the seven Tribal Agencies and four Frontier Regions of the Tribal Areas. The evaluation of this program indicated that the farmers and FATA-AD staff have begun to use the techniques and methods learned through the demonstration and training sessions and are realizing the benefits of this program. Moreover, the neighboring farmers, after seeing the results tend to come to trained farmers and FATA-AD staff for learning and are adopting the latest technology in their fields. Therefore, apparently these activities would cease to exist in official books, but would become customary with the passage of time and would be adopted and continued by the farmers on their own without any subsidized program. The clearer picture/effect of this program could be seen after at least five years from now.

The FATA-AD is also implementing another program through the GONWFP/GOP own resources in the tribal areas. This program consists of establishment of public fruit nurseries, lay-out of private fruit orchards, spray of the orchards on 50% costs sharing with the farmers

and demonstration plots for wheat, maize and oil seeds. All these components are at various stages of completion, as they were separately programmed and approved for about 5 years implementation.

The TADP could only cover a minor part of the tribal areas, whereas major areas still need for planning and implementing another long term (at least 10 years) comprehensive agriculture extension program for the tribal areas to uplift the lot of the tribal. Keeping in view this requirement, TADP helped the FATA-AD to develop a PC-1 (Project proposal) for the continuation of a program, similar to the TADP, for another five years to reach-out those areas, where TADP program could not be implemented due to the time limitation. This PC-1 is under consideration with PE&D, GONWFP for approval and funding through FATA-ADP.

Out of eight nursery owners, one farmer has replicated a nursery on his own and intends to continue it for future. He indicated that he would sell the seedlings to other framers at market price and would make it a successful economic activity.

The forest department has started a big social forestry nursery program in the TADP command areas from the GOP Annual Development Program.

## **2. WID/Non-Formal Education Centers**

All the 25 centers were strengthened under TADP by providing machines, tape recorder, raw material, black boards, mats and flip charts. The teachers and supervisory staff have been trained in the recently designed curriculum and teaching methodology. The FATA-Education has provided buildings for the NFE Centers and paying for the staff salaries and this support has become regular feature of FATA-Education annual budget. However, to maintain the present standard and improve it further, it would require extra financial support and technical assistance from FATA-Education/GONWFP. Additionally, to capitalize whatever was achieved under TADP, a provision should be made to provide post literacy material to every center. A set of 15 books has been prepared by Allama Iqbal Open University for this purpose. One set each of these books will be given to each teacher. Teacher would loan these books to the girls, who have completed the NFE Program and want to improve their skill in literacy. This would help them retain their literacy. The USAID/TADP management contacted the Japan International Cooperation Agency at Islamabad for assistance in this regard. However, this effort did not prove successful. At the request of TADP, the Secretary PE&D, GONWFP, has shown interest in this activity and accordingly the USAID/TADP management has provided the GONWFP with a concept paper to prepare a PC-1 for providing the necessary inputs for the future. The GONWFP has provided approximately Rs.1.5 million for three year implementation of this program beginning in 1994-95 and ending in 1996-97.

The TADP has recommended to the FATA-Education to establish triangular linkages between FATA-Education, Elementary Training College for Female Teachers and Allama Iqbal Open University and make the elementary college an institutional home for the NFE activities, while using the allocated funds of Rs.1.5 million for training of master trainers of Elementary College and expanding the NFE program to other areas during the next three years.

The most important fact is that no planning has been done for post literacy stages under this NFE Program. There is a danger of relapse into illiteracy if more books and some structured program is not introduced. A proper survey of the condition and potential of students should be conducted before establishing more NFE Centers in the Tribal Areas. This job should be done by the supervisory staff and teachers after completing their training program.

The TADP inputs provided during the last 14 months proved, that NFE can further be improved and expanded, if there is continuous monitoring and improvement of the program by the FATA-Education and experts and regular maintenance of the machines in the centers and provision of raw material and books are regularized. This would result in keeping a close watch on this program as well as to improve and expand it according to the realities of the tribal areas and needs of the tribal students.

### **3. NGO Development**

The sustainability of Kurram NGO is doubtful as no donor has yet committed the financial as well as other resources for meeting the expenses pertaining to its operational needs and development activities. Since this NGO has to operate in the far flung areas in Kurram Agency, it requires staff, vehicles, office and its operational and development budget.

None of the BODs seems to be committed or dedicated towards the cause of this NGO nor anybody is willing to put in full time service for few months to nurse this NGO, which makes the NGO success more doubtful. If the BODs want to see this NGO to be successful, they should try to do something on their own through their own resources instead of waiting for miracle to happen to provide them with funding etc.

### **C. Institution Building**

#### **1. SDU and PMU**

The SDU had not attained the fullest capabilities to assume its originally perceived role of regional planning and economic analysis; community participation approaches; information systems development; and improvement of technical support in engineering and in agricultural planning. It has concentrated in soliciting more funds from donors, resolving the problems faced by the projects under it, providing a general monitoring role and representing these projects in the highest forum of GONWFP/GOP. If the SDU is to be sustained for a longer period, it should attain its fullest role as an overseeing and planning arms of the PE&D and solicit funding for not only for projects under it but also for attaining fullest capacity to discharge its mandate.

PMU will be sustained up to December, 1994. Since the TADP activities were closed-down in September, 1994, there is no need to continue TADP PMU. However, the TADP PMU may continue by GONWFP beyond December, 1994, if some donors or GOP commit to fund a follow-on project.

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## 2. FATA-DC, C&W, PE&DD and LG&RDD

Although there appears to be a slow start in the beginning, technology has been transferred and is being used by FATA-DC in their groundwater development program.

All the computer centers have fully been taken over by the line Departments from TADP. All costs relating to O&M of the centers, salary of the staff and purchase of new equipment and machines are being born by them.

With the addition of 10 pieces of heavy road making machinery, C&W has the capability for the construction of road sub-projects in the tribal areas. This equipment is being maintained and used by the contractors in the tribal areas. Although the equipment arrived in Pakistan in 1987, and has almost completed its useful life, it is still being used.

## 3. Socio Economic Profiles

The GONWFP has assigned the Bureau of Statistics, PE&D, GONWFP, as institutional home for the socio-economic profiles. However, the BOS, requires some strengthening in the form of upgrading its human resources as well as needs some commodities/machines. The strengthening of BOS, has been proposed by the GONWFP. However, it is not known as to when it could be done. The TADP while closing-out its office at Peshawar has provided computers and other office equipment and machines to help strengthen BOS. But BOS still requires training of its staff and services of professionals for conducting analysis based on the socio-economic data and identifying the lagging areas. So far BOS has not shown any enthusiasm in taking-over this responsibility. The GONWFP has still to think and commit to a regional planning strategy and process. Given all these factors, it all depends on the GONWFP whether or not to continue with the profiles and commit to a regional planning strategy and process.

TRIBAL AREAS DEVELOPMENT PROJECT (391-0471)  
TECHNICAL ASSISTANCE

SECTOR	LEVEL OF EFFORT/MAN MONTH		DISBURSEMENT (Approx)
	EXPATRIATE	PAKISTANI	
IRRIGATION (Irrigation Engineer, Agronomist)	60	108	1,030,247
GROUND WATER (Geologist)	48	90	1,151,918
ROAD (Road Engineer)	—	120	368,260
SMALL RURAL DEVELOPMENT SCHEMES (Civil Engineer)	—	96	304,244
R&E COMPUTERIZATION (System Analysts)	6	230	357,669
WID/NFE (WID Specialist)	1	95	159,270
AGRICULTURE (Agriculturist)	—	36	118,515
SOCIO-ECONOMIC PROFILE (Planning & Research Specialist)	6	42	209,671
PMU/SDU (Support staff and Organizational experts)	3	57	234,892
TOTAL:	124	874	3,934,686

TRIBAL AREAS DEVELOPMENT PROJECT (391-0471)  
COMMODITIES

SECTOR	DESCRIPTION OF COMMODITIES	LINE AGENCIES	DISBURSEMENT (Approx)
IRRIGATION	6 Vehicles and Equipment	FATA-DC	167,603
GROUND WATER	4 Vehicles, D&T Units and Ground Water Equipment	FATA-DC	295,298
ROAD	2 Vehicles and Road Making Machinery	C&W Department	781,061
SMALL RURAL DEVELOPMENT SCHEMES	Furniture provided to the Schools constructed under Phase-I	FATA-Education	7,855
COMPUTERIZATION	Computers, Photocopier, Furniture etc.	PE&D Department	138,055
	Computers and Furniture etc.	FATA-DC	73,547
	Computers, Photocopier, Generator and Furniture etc.	LG&RD Department	98,983
	Computers and Furniture etc.	C&W Department	54,111
AGRICULTURE	5 Vehicles, 12 Motorcycles, Office Equipment, Furniture etc. and Drip Irrigation Equipment	FATA-Agriculture	202,432
WID/NFE	2 Vehicles, Machinery for NFE Centers, Office Equipment and Furniture etc.	FATA-Education	29,082
SPRINKLER	Sprinkler Irrigation Equipment	Agriculture University	79,874
SDU	5 Vehicles, Computers, Office Equipment and Furniture	SDU, PE&DD	174,240
PMU	6 Vehicles, Office Equipment and Furniture	PMU/TADP	141,265
TADP	8 Vehicles, Office Furniture and other equipment	TADP	172,817
TOTAL:			2,416,223



# TRIBAL AREAS DEVELOPMENT PROJECT (391-0471) IN-COUNTRY TRAINING

TRAINING FIELD	No. OF PARTICIPANT	LENGTH OF TRAINING	VENUE	IMPLEMENTING AGENCY
Computer System Analysis and Design	1	6 Days	Petroman, Karachi	PE&DD, GONWFP
Computer Spread Sheets Training	2	9 Days	Petroman, Karachi	PE&DD, GONWFP
Diploma Course in Computer Science	8	1 Year	CECOS Data Institute, Peshawar	PE&DD, GONWFP
dBase IV Workshop	1	1 Week	SOFTECH, Karachi	PE&DD, GONWFP
Computer Based Project Management	1	1 Week	Petroman, Karachi	PE&DD, GONWFP
On Farm Water Management	3	3 Months	OFWM Institute, Lahore	FATA-DC, Pesahwar
Correspondence Course in SoilConservation	4	14 Months	Organized in Pakistan by SCS, USA	FATA-DC, Peshawar
Sprinkler Irrigation Workshop	8	4 Days	Agriculture Training Institute, Quetta	FATA-DC, Peshawar
Computer and Computerization	13	8 Days	Conducted by M/s Integrated Systems of Karachi at Peshawar	FATA-DC, Peshawar
dBase III+ Training	5	3 Months	CECOS Data Institute, Peshawar	FATA-DC, Peshawar
AUTOCAD Training	6	2 Weeks	CECOS Data Institute, Peshawar	FATA-DC, Peshawar
dBase IV Training	1	1 Week	SOFTECH, Karachi	FATA-DC
Diploma Course in Computer Science	4	1 Year	CECOS Data Institute, Peshawar	FATA-DC
Computer Appreciation Course for Managers	2	5 Days	PIM, Karachi	Communication & Works Dept.

# TRIBAL AREAS DEVELOPMENT PROJECT (391-0471) IN-COUNTRY TRAINING

TRAINING FIELD	No. OF PARTICIPANT	LENGTH OF TRAINING	VENUE	IMPLEMENTING AGENCY
Computer and Computerization	13	8 Days	Conducted by M/s Integrated Systems of Karachi at Peshawar	Communication & Works Dept.
Autocad Training	8	4 Weeks	Advance Technology Institute (ATI), Peshawar	Communication & Works Dept.
Computer Training	4	6 Months	CECOS Data Institute, Peshawar	Communication & Works Dept.
Computer Training	8	6 Months	CECOS Data Institute, Peshawar	Local Govt. & Rural Dev. Dept.
Project Management Skills Workshop	4	12 Days	NIPA, Peshawar	C&W, FATA-Edu., PE&DD
Project Management Skills Workshop	4	12 Days	NIPA, Karachi	PE&DD
Study tour to Balochistan	17	8 Days	Organized by USAID	PCU/SDU, FATA-Agriculture
Computer Office Automation Course	16	4 Months	CECOS Data Institute, Peshawar	FATA-DC, FATA-Agriculture, PMU/TADP & BOS
TOTAL:	133			

# TRIBAL AREAS DEVELOPMENT PROJECT (391-0471) FOREIGN TRAINING

TRAINING FIELD	NO. OF PARTICIPANT	LENGTH OF TRAINING	COUNTRY	IMPLEMENTING AGENCY
Ground Water	2	3 Months	SCS, USA	FATA-DC
Soil and Water Conservation and Management Course	2	1 Month	SCS, USA	FATA-DC
Flood Plain Hydraulic/Flood Plain Hydrology	1	10 days	U.S. Purdue University Indiana	FATA-DC
Management Operation and Maintenance of Irrigation System	1	1 Month, 12 Days	Logan, Utah University, USA	FATA-DC
Micro Computer Workshop on Irrigation Data and Project Management	1	19 days	Fort Collins University, USA	FATA-DC
Project Management Program	3	1 Month, 10 Days	AIT, Bangkok	FATA-DC
Irrigation Project Rehabilitation & Management	2	2 Months, 22 Days	AIT, Bangkok	FATA-DC
Project Management	1	1 Month, 3 Days	AIT, Bangkok	FATA-DC
Privatization Strategies and Techniques Seminar	3	16 Days	Intrados/Internat. Management Group (IMG), WASH-DC, USA	PE&DD
Study Tour to Thailand/Managing Rural Development Training	9	12 Days	AIT, Bangkok	SDU/PE&DD

# TRIBAL AREAS DEVELOPMENT PROJECT (391-0471) FOREIGN TRAINING

TRAINING FIELD	NO. OF PARTICIPANT	LENGTH OF TRAINING	COUNTRY	IMPLEMENTING AGENCY
Seminar/Study visit on Opium Eradication/Rural Development to Thailand	3	7 Days	AIT, Bangkok	FATA-DC and Ministry of SAFRON
Managing Rural Development Workshop	4	22 Days	AIT, Bangkok	PE&DD, LG&RDD, FATA-Agriculture
Study Tour to Viena and USA	1	14 Days	USAID	PE&DD
Agriculture Extension Practices	2	14 Days	AIT, Bangkok	FATA-Agriculture
Managing Rural Development Workshop/Training	11	26 Days	AIT, Bangkok	FATA-Agriculture, PMU, SDU and PE&DD
Environmental Impact Assessment & Review	1	28 Days	AIT, Bangkok	PMU, SDU
TOTAL:	47			

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TRIBAL AREAS DEVELOPMENT PROJECT (391-0471)  
CONSTRUCTION

SECTOR	LINE AGENCIES	DISBURSEMENT (Approx)
IRRIGATION	FATA-DC	2,700,000
GROUND WATER	FATA-DC	650,000
ROADS/PMU BLDG.	C&W Department	7,300,000
WID SCHOOLS	C&W Department	106,000
SMALL RURAL DEVELOPMENT SCHEMES	Local Government and Rural Development Department	860,000
TOTAL:		11,616,000

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TRIBAL AREAS DEVELOPMENT PROJECT (391-0471)

Activity	Project Input (\$ mil)	Outputs		Remarks
		#	Estimated Beneficiaries	
Roads and one bridge	6.911	6 Roads of 109 kms.	48,680 Families	4 roads opened-up inaccessible areas and linked them with the markets, and two roads linked the farms to market. As such better access to the other areas and market was provided for 25 villages. Bridge constructed to link a village with the rest of the tribal areas.
SDU/PMU Building	0.497	1 buldg.		SDU/PMU has been provided with a permanent office building to reduce their recurrent cost.
Irrigation Surface Schemes/Tubewells	3.350	49 schemes	11,050 Families	Total Area to be irrigated = 15248 Acres. The irrigated acreage has increased from 5627 to 15248, as such 9621 acres of new land provided with irrigation systems.
Small Rural Development Schemes -Drinking water -Boys Schools -Girls Schools -Health Units -Protection walls/spurs -Teacher quarters -Dispenser quarters	.860	15 35 13 3  6 11 1	708 Families 5246 students 2000 students 863 families  490 families 22 teachers 1 dispenser	Clean/safe drinking water provided to reduce the health problems. Most of the boys schools are functioning. Staff has been requisitioned to make the remaining boys and girls schools functional. Health Units are functional with staff & treating approx. 1950 patient every month. Through protection walls approx. 195 acres of land will be protected. The outside teachers and dispenser have been provided a lodging place in the tribal areas to serve the tribals.

# TRIBAL AREAS DEVELOPMENT PROJECT (391-0471)

Activity	Project Input (\$ mil)	Outputs		Remarks
		#	Estimated Beneficiaries	
Agriculture Dev Activities -Model Orchards  -Vegetable Demo Plot  -Govt Nursery  -Training  -Small scale enterprise development Program  -Commodities	.588	212 plots on 212 acres  219 plots on 28 acres  105,000 plants sold to farmers  Several programs conducted  58 fruit nurseries  Vehicles, Office Equipmnt and computers	225 farmers  219 farmers  Three tribal agencies  1141 farmers & 120 FATA-AD staff trained  58 farmers  FATA-AD	Because of this program the yield has increased by 10% and income per acre by 45%, as the high value crops of fruit and vegetables were introduced and several trainings were imparted to the farmers and FATA-AD staff. The office equipment and vehicles were provided to strengthen FATA-AD. The 58 private nurseries have begun to produce and provide good variety of fruit plants and seeds to the tribals.
Forestry -Village Plantation Committees  -Plantation  -Training	.019	8  400000 plants Several programs	50 Farmers  Survival= 70/80% 50 Farmers	This activity was carried out in the command areas of the TADP funded irrigation schemes in Bajaur Agency. The FATA-Forestry is planning to implement another forestry program in Bajaur Agency.

## TRIBAL AREAS DEVELOPMENT PROJECT (391-0471)

Activity	Project Input (\$ mil)	Outputs		Remarks
		#	Estimated Beneficiaries	
Women in Development o Non-Formal Education -TA -Commodities -Training  o Formal Education -Training Program	.197	25 Centers	1250 students 51 Teachers & 6 supervisory staff  46 teachers from 33 schools from SWA trained.	The consultants from Allama Iqbal Open University designed the curriculum for NFE program and imparted training to the NFE teachers. The NFE program is now being run by the trained teachers of FATA-ED in 25 centers, averaging good enrollment and response from the locals. The FATA-ED and 24 centers have been upgraded by providing required commodities and sewing machines. The results of the pilot training program for formal education school teachers will be seen over the next few months.
NGO Development SRSC (See separate Report on it)  NGO-Kurram Agency* Training  Technical Assistance & Registration	3.670	Several Programs  4 Short Term Consultants hired	Locals of Charsadda and Kohat Districts  Tribals of Kurram Agency BODs trained  Registration complete. Action Plan prepared. Rules regulation drafted.	See Separate report on SRSC, attached to this report.  The TADProject could only provide some input, while busy in closing-out its' activities. However, financial support is required to make this NGO functional. BODs are working to solicit funding from donors.



## TRIBAL AREAS DEVELOPMENT PROJECT (391-0471)

Activity	Project Input (\$ mil)	Outputs		Remarks
		#	Estimated Beneficiaries	
Institutional Development -TA -Training -Commodities	4.621 1.462 2.528			The TA (long and short term ), Training and Commodities have been jointly accounted for all the line agencies mentioned in this table. The TA also included the TADP/USAID hired professional staff for coordination with GONWFP line agencies, as there was not any PMU and its' staff for about 8 years out of the total project life of 12 years.
SDU and PMU -TA -Training -Commodities			SDU & PMU	TADP provided office building, TA, training, commodities and vehicles to strengthen the SDU to manage and control several area development projects even after September, 1994. The PMU was strengthened to provide support to TADP activities upto September 1994.
FATA-DC, C&W, PE&DD & LG&RDD -TA -Training -Commodities			FATA-DC, C&W, PE&DD & LG&RDD	All these line agencies were strengthened to enhance their capabilities to plan, implement, monitor and evaluate development activities effectively and efficiently.
Socio-Economic Profiles and Maps. -Technical Assistance -Commodities			Bureau of Statistics, PE&DD, GONWFP	Socio-economic profiles and maps were prepared to help the planners and decision makers of GONWFP to make rational development plans for the tribal areas based on information. The Bureau of Statistics has been assigned by GONWFP as an institutional home for updating and preparing these profiles as and when needed.
Other Costs	.647			This item was used to meet the miscellaneous needs of the Project such as office rent, supplies, vehicles maintenance, etc.

TRIBAL AREAS DEVELOPMENT PROJECT (391-0471)

Activity	Project Input (\$ mil)	Outputs		Remarks
		#	Estimated Beneficiaries	
Evaluation	.316			Two Evaluations were completed-Interim and 2nd Evaluations. Both the evaluations helped in redirecting the implementation of TADProject activities successfully.

Table.Anx

**SARHAD RURAL SUPPORT CORPORATION (SRSC)**

**A COMPONENT OF TADP (391-0471)**

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## LIST OF ACRONYMS

ADB	Asian Development Bank
AEW	Agriculture Extension Worker
AKRSP	Aga Khan Rural Support Program
BADP	Barani Area Development Project
CIDA	Canadian International Development Agency
CHWS	Community Health Workers
FCBOS	Female Community Based Organizations
GONWFP	Government of North West Frontier Province
IFAD	International Fund for Agriculture Development
ILO	International Labor Organization
IUCN	International Union for the Conservation of Nature
LEW	Livestock Extension Worker
MCBOS	Male Community Based Organizations
MVSP	Mansehra Village Support Program
NGO	Non Governmental Organization
NOVIB	Netherlands Organization for International Development Cooperation
NWFP	North West Frontier Province
PI	Productive Investment
PPI	Productive Physical Infrastructure
PVO	Private Voluntary Organization
RPO	Regional Program Office
SO	Social Organizer
SRSC	Sarhad Rural Support Corporation
TBA	Training Birth Attendant
TVO	Trust for Voluntary Organization
USAID	United States Agency for International Development
VO	Village Organization
WID	Women In Development
WO	Women's Organization

# PROJECT ASSISTANCE COMPLETION REPORT

## SARHAD RURAL SUPPORT PROGRAM (SRSC) A COMPONENT OF TRIBAL AREAS DEVELOPMENT PROJECT

December, 1994

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### I. BASIC DATA

Funding Level: \$ 2 Million

Duration:                      Started:      January 1991  
   Ended:      December 1992

### II. GOAL AND PURPOSE

#### A.      Goal

The goal of this component was to carry out equitable, economical and sustainable development program in rural communities of NWFP.

#### B.      Purpose

The overall purpose of SRSC was to facilitate rural development by supporting the evolution of broad-based participatory community organizations capable of undertaking their own sustainable socio-economic development with improved managerial, entrepreneurial skills, and enhanced resources.

### III. BACKGROUND

SRSC was created following conversations which began in 1987 between USAID and the Government of NWFP (GONWFP). The GONWFP then delivered a proposal to the Mission to support establishment of the SRSC as an NGO for NWFP. SRSC was incorporated under the Companies Ordinance (XLVII of) 1984 on November 27, 1989 by registration with the Registrar of Joint Stock Companies, Peshawar, as a Private Voluntary Organization (PVO). The aim was to replicate the successful participatory rural development model of the Aga Khan Rural Support Program (AKRSP), a community based development program in the northern-most areas of Pakistan.

A U.S. NGO expert, Dr. David A. Smith, was contracted in May 1990 by USAID to recommend approaches by which a primary Operation Grant Program (OPG) grantee, Winrock,

might assist this fledgling local NGO to establish itself and to assist Winrock in preparing an OPG proposal. The consultant submitted his report to the Mission recommending to proceed with this activity, as Winrock was quite capable of providing technical and management expertise to strengthen SRSC's capacity to design and implement development activities, which are based on a highly participatory model with excellent potential for success.

The Economic Affairs Division (EAD), Ministry of Finance, Government of Pakistan (GOP) requested USAID for a grant of Rs.4.3 million to SRSC (through AKRSP) out of the Project Design and Implementation Fund (PDIF), so that SRSC could start its pre-project activities.

Being a new organization with no prior experience, SRSC could not meet the AID requirements for registration as an NGO to qualify for an A.I.D. grant. However, to ensure adequate nurturing of SRSC in its infancy, USAID/Pakistan provided a grant of US\$207,800 under PDIF to AKRSP for six months (May 10-November 9, 1990) to provide needed financial and technical assistance to SRSC. Given the limited time of six months, it was not possible for SRSC to attain maturity and qualify for AID registration and grant. SRSC required both financial and technical assistance for a longer period before it can stand on its feet as a well-managed, financially viable and fully operational NGO. In July 1990, USAID/Pakistan amended the project authorization of TADP to add \$2 million and to expand the scope of the project to include SRSC component. USAID provided US \$2 million assistance to the Winrock International (U.S. based PVO, registered with AID/Washington) to support the growth and development of SRSC and to help its program benefit the target population beginning Jan 1991 and ending December 1992. Out of \$2 million, approximately \$1.650 millions were delivered to SRSC, and the remaining \$0.350 million were spent by Winrock on providing the technical and administrative assistance to SRSC. The Winrock was given this grant to serve as a grantee by USAID to assist SRSC in establishing itself as a functioning private village organization and to advise and assist SRSC to perform as village organizer/motivator for infrastructure and income generating activities. Target areas for SRSC were determined to be the two Districts of Kohat and Charsadda. According to the initial USAID plans, about \$5 millions were to be given to SRSC for 5 years operation, however, due to several problems with the management systems in SRSC and Pressler Amendment, the remaining \$3 million assistance was dropped by USAID. The SRSC was provisionally registered with USAID as Local Private Voluntary Organization (LPVO) on December 13, 1992.

#### **IV. TARGET BENEFICIARIES AND THE AREAS**

The socio-economic survey completed in the two Project areas in November, 1991, revealed that the beneficiaries of both Kohat and Charsadda are uniformly poor. Around 80% of farmers own less than 12.5 acres of land, 70% live in mud-houses, negligible ownership of farm machinery, high incidence of illiteracy specially among women i.e. 95%, approximately 100% of female population is engaged in house-keeping. Women in both areas are isolated by social and cultural constraints. They usually do not participate in decision making and their access to resources and mobility are restricted as they are confined to the four walls of their houses.

The beneficiaries of Kohat and Charsadda are different from each other in terms of economic base, settlement pattern, per capita income and male literacy. A majority (52%) of Kohat beneficiaries are engaged in non-farm activities but the majority (63%) of Charsadda beneficiaries earn their living from agriculture. Average family size in Kohat (9) is large as compared to that of Charsadda (6). Per capita income in both the areas is very low if compared to the national figure of Rs.9,971 for 1990-91, however, it is higher in Charsadda (Rs.5,939) as compared to that of Kohat (Rs.3,477). The literacy is very low in both areas but the incidence of illiteracy among male members is very high in Charsadda (63%) as compared to that of Kohat (41%). The relatively higher literacy level in Kohat may be due to their involvement in non-farm activities. The incidence of unemployment is relatively high in Kohat (16%) as compared to Charsadda (6%). The SRSC program has also been extended to Karak and Mansehra Districts funded by other donors.

## **V. PROGRAM STRATEGY**

There were several key elements of the strategy of SRSC interventions. These elements included a participatory approach to rural development, a diagnostic survey process and a flexible and dynamic action research. Sustainability was the main focus of the support program and it was enhanced through continuous dialogue with farmers trust building measures and adaptive policy planning. SRSC was conceived as a demand driven project and its progress was determined mainly by the extent to which it developed linkages and responses to the needs and priorities of the small farmers.

## **VI. PROGRAM COMPONENTS**

The SRSC program components include:

### **A. Social Organization**

- Explanation of program objectives to communities;
- Diagnostic Surveys to identify the needs and priorities of the communities of villages;
- Organization of broad-based participatory community based organizations (CBOs);
- Interaction with all the CBOs for consolidation;
- Reporting and evaluation to improve CBOs organization, consolidation and institutionalization strategies; and,
- Development of Program's accepted methodological approaches for social organization.

### **B. Productive Investment (PI)**

- Identification of projects through diagnostic process;



- Survey and costing of identified projects;
- Implementation of finalized projects by male community based organizations (MCBOs) and female community based organizations (FCBOs).

### **C. Rural Savings and Credit Program**

- Development of a system of regular saving deposits in a common bank account in the name of MCBOs/FCBOs;
- Review of the recent experiences with farmer credit and a needs assessment survey;
- Village dialogues to finalize operational guidelines for rural savings and credit program;
- Development of credit pool to meet the credit needs of small farmers, landless people and artisans;
- Implementation of rural savings and credit program in all MCBOs/FCBOs.

### **D. WID and Social Programs**

- Diagnostic surveys in villages to identify women needs and priorities;
- Refinement and promotion of income generating packages;
- Documentation of other projects and innovative activities for women in NWFP;
- Development of preventive health care education extension program and implementation of pilot activity;
- Immunization through Trained Birth Attendants (TBAs) and Community Health Workers (CHWs) in collaboration with the Department of Health;
- Identification, designing and implementation of pilot drinking water supply, sanitation and drainage schemes;
- Accomplishment of links with existing efforts for WID and social sector programs in NWFP.

### **E. Agriculture and Resource Management**

- Review the studies and research done in the recent past in the project area on farming systems, livestock, forestry, horticulture and non-farm economic activities;
  - Special studies;
  - Initiation of a field research and demonstration program;
  - Initiation of on-farm trial program for major crops;
  - initiation of farmer managed seed multiplication program;
  - Review of available technologies;
  - Testing and promotion of successfully demonstrated technologies;
  - Hiring of consultant to develop new technologies;
  - Pretesting, demonstration and promotion of newly developed technologies;
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- Development of links with other projects and government agencies to facilitate access by MCBOS/FCBOS to technical and financial resources available for such technologies;

#### **F. Human Resource Development**

- Training of TBAs and CHWs;
- Training of the functionaries of MCBOS/FCBOS;
- Training of village activists;
- Training of villagers in the use of appropriate technology;
- Vocational training for women;
- Training of livestock extension workers (LEWs);
- Training of agriculture extension workers (AEWs);
- Training of entrepreneurial specialists;
- Female training in grain storage, fruit and vegetable processing and preservation, and labor saving technologies;
- Staff training, workshops, lectures and visits to similar projects in the region.

#### **G. Planning, Monitoring, Evaluation and Research**

- Maintenance of records of village dialogues, meeting with farmers, meeting of decision makers, etc.;
- Baseline socio-economic surveys;
- Special studies to document the farmers' response to various program activities;
- Development of a long term plan for program operations, an overall funding strategy and proposals for fund raising;
- Development of channels of monitoring and management responses;
- Organization of visits of sponsors, consultants and decision makers to the program area; and,
- Preparation of quarterly progress reports and annual reviews.

### **VII. INPUTS**

#### **A. TADP/USAID inputs:**

USAID provided \$ 207,800 through AKRSP under PDIF funding and \$ 2 million through Winrock International under TADP funding to SRSC.

#### **B. Other Inputs:**

The SRSC also received financial support from some other donors, which included:

- Trust for Voluntary Organization (TVO) for Charsadda and Kohat Districts;

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- Asian Development Bank (ADB) for Barani Area Development Program (BADP) for Kohat and Karak Districts;
  - Canadian International Development Agency (CIDA) for Charsadda;
  - International Fund for Agriculture Development (IFAD) for Mansehra Village Support Program (MVSP);
  - Netherlands Organization for International Development Cooperation (NOVIB) for Charsadda and Kohat;
  - International Labor Organization (ILO) for Charsadda; and
  - Planning, Environment & Development (PE&D) Department, GONWFP for Forestry.

### **VIII. ACCOMPLISHMENTS**

- 131 Male Community Based Organizations (MCBOs) and 38 Female Community Based Organizations (FCBOs) were organized, with having average membership of 4,571 male members and 1,280 female members.
- Communities started to contribute to the village level collective projects, which ranged from 7% to 44% in Kohat and from 10% to more than 200% in Charsadda.
- Small farmers, participating in the program, now have access to agricultural inputs, information and credit, which was not available to them before.
- At the village level, programs of social organizations, training, income-generation and savings, etc; are affecting women's self-image, decision-making capacity and making marginal changes in their ownership of resources.
- FCBOs saving has accumulated up to Rs.539,583 and for MCBOs up to Rs.3.2 millions.
- 26 FCBOs have been given 29 credits of Rs.1.757 million, out of which Rs.0.687 million has been recovered.
- 77 MCBOs have been given 125 credits of Rs.4.880 million, out of which Rs.2.066 millions have been recovered.
- 141 Women have been trained in 23 different courses.
- Primary health care program has been initiated to lower morbidity and mortality rates, develop health care capacity at the village level by training female community healthy workers and to create linkages with existing government health facilities.

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- About 73 productive investments (PIs) activities have been initiated in collaboration with the CBOs in two districts. These PIs included; lining of channels, tubewells, irrigation channel, nuccas, karez, syphon, pumping system, dug-well, water storage reservoir, diversion bund, tubewell and gypsum treatment, drinking water supply, land levelling, cane crusher, farm to market roads and off-farm enterprise.
  - SRSC has launched a program to introduce the improved agricultural inputs, improved cropping practices, production of improved seed of crop varieties at the village level, demonstration of high yielding wheat, maize, oil seed crops, fodder and sugarcane crops, improved use of agricultural inputs like fertilizer and pesticides and agricultural extension training and seed multiplication and distribution system in which the farmer is the main producer. This activity also included demonstration plots, fruits plants, credit for agriculture inputs, agricultural extension services, livestock and forestry (establishment of nurseries and seedlings).
  - Training of staff and CBOs members and communities in livestock, agricultural management skills, fisheries, forestry development, poultry, vocational training, food processing.
  - SRSC has expanded its scope of operation from two Districts of Kohat and Charsadda to additional two Districts of Karak and Mansehra, funded by other donors.
  - SRSC has located other donors to continue its program in Charsadda and Kohat, after the withdrawal of USAID support.

## IX. LESSONS LEARNED

- The Local customs regarding purdah, female segregation, gender division of labor, resources ownership and lack of decision-making by women, etc; are major obstacles to women's participation in program activities.
  - The resistance comes from men, who are reluctant to accept changes in the society. Therefore, the success has been found in undertaking traditional activities for women than inventing new ones.
  - Women of Charsadda are not permitted to work in the fields, as agriculture is entirely a male activity. Whereas, the women of Kohat are involved in agriculture activities.
  - The commitment made by the bureaucrats and the donors can help create and establish functional NGOs, as had happened in the case of SRSC.
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- Once the reputation of an NGO is established and trust built, donors can be attracted to provide more program funding and the program areas can be expanded.
  - Government-NGO and Government-Community partnership is possible for the involvement of communities in development of areas, as SRSC is taking active part in the command areas of Kohat and Karak under Barani Area Development Project and in Mansehra under Mansehra Village Support Program. Both these programs are being funded through the GONWFP. The first one is under a loan from Asian Development Bank and the second one under a grant by IFAD.
  - The infant NGOs should not expand its activities to other areas until sound management system is in place and the consolidation phase of the previous achievements is completed. The SRSC, while still forming CBOs and without consolidating its position in Kohat and Charsadda Districts, began preparing plans for expanding its operations to Karak and Mansehra Districts, which affected the process for establishing a sound management system and ultimately losing \$1 million assistance from USAID, thereby resulting in the drop-out of newly formed CBOs.
  - The credit program can also be used to enter an area and organize community instead of providing Productive Investment sub-projects to organize and attract a community. Funding constraints and slow process of approval results in CBOs losing confidence in the NGOs and results in drop-out of CBOs.
  - Development process carried out in a village not only benefit the group/community involved and participating in the program but also benefit those who are not participating.
  - PIs/sub-projects completed under SRSC were most economical and less costlier as compared to the GOP/GONWFP own sub-projects.
  - Savings of the community should be used for some development purposes. Presently, these savings are used as a collateral for giving credits to CBOs. However, there is no other use of these savings, for which there should be a clear vision and strategy for the use of these savings.
  - Although the Eucalyptus is a fast growing plant, it is being planted almost every where in Pakistan, without realizing that this plant is very delicate and sensitive to the extreme weather conditions. A strategy is required to plant it in spaces with other good species of plants, which would meet the long term requirement of the environment.
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- The inequality in land holding and resource ownership has not led to the hijacking of CBOs by the large landowners influential against the small land holders and tenants. Because about 70% of the farms in Charsadda and 57% in Kohat Districts are less than 2.5 acres and the small farmers were participating in CBOs because of availability of access to agriculture inputs, information and credit. Both landlords and tenants benefitted equally from the SRSC Program.
- There is a need for collective action by farmers/CBO to market their farm produce to reduce the expenses and face the market forces to have lucrative deals. It is always feared that collective action will break down in the face of strong market forces where individual self-interest outweighs collective action. However, the advantages entailed in collective bargaining, negotiating and transportation for the purchase of agricultural inputs and sale of farm produce gives individuals an incentive to collaborate. The SRSC should concentrate and fully develop this approach.
- There is a need for identifying another sector outside the agriculture. An imminent threat to the CBOs comes from competing sources of employment, due to which the labor will move out of the agriculture sector. To address this issue SRSC will have to identify other sectors within a village/community than agriculture and develop the CBO as a comprehensive institution of village level development.

## **X. SUSTAINABILITY**

All the Productive Investments and activities carried out in the command areas of the CBOs formed, so far, would be sustained as the community has been committed and empowered to operate and maintain them. During the implementation of SRSC program some CBOS were dropped out. However, there drop-outs were inevitable due to too rapid formation of the organization, faulty selection, lack of community interest in collective projects, and delayed availability of funding etc. The present CBOs and MCBOs would continue to sustain themselves, once they are fully developed and delivered the complete package by SRSC and once they become fully independent. Moreover, these CBOs would continue even after the extinction of SRSC, if there is a need by the community for CBOs to function. It would entirely depend on the demands and needs of the community to sustain a CBOs after completion of its formation and fully matured and developed CBOs.

According to the present strategy, the SRSC, as an NGO, would sustain itself at least during next 5/6 years, as several donors are funding its programs. However, the SRSC has to revise its strategy to sustain itself for a longer period by shifting towards generating the financial resources from its own and other sources, which includes, charging fee to the CBOs, creating endowment and trust, working on the projects funded by the GONWFP/GOP in place of the line agencies and making SRSC management set-up a less expensive.